NOTICE OF MEETING

CABINET

Tuesday, 10th February, 2026, 6.30 pm - George Meehan House, 294 High Road, Wood Green, N22 8JZ (watch the live meeting or watch the recording here)

Councillors: Ajda Ovat, Peray Ahmet (Chair), Emily Arkell, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves, Ruth Gordon, Sarah Williams and Ibrahim Ali

Quorum: 4

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on.

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES

To receive any apologies for absence.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 23 below. New items of exempt business will be dealt with at Item 29 below).

4. DECLARATIONS OF INTEREST

A Member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

(i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
(ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A Member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

On occasions part of the Cabinet meeting will be held in private and will not be open to the public if an item is being considered that is likely to lead to the disclosure of exempt or confidential information. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 (the "Regulations"), members of the public can make representations about why that part of the meeting should be open to the public.

This agenda contains exempt items as set out at Item x: Exclusion of the Press and Public. No representations with regard to these have been received.

<u>This is the formal five clear day notice under the Regulations to confirm that this Cabinet meeting will be partly held in private for the reasons set out in this Agenda.</u>

6. MINUTES (PAGES 1 - 10)

To confirm and sign the minutes of the meeting held on 20 January 2026 as a correct record.

7. DEPUTATIONS/PETITIONS/QUESTIONS

To consider any requests received in accordance with Standing Orders.

8. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

For Cabinet to note (if any).

9. BUDGET 2026/2027 AND MEDIUM TERM FINANCIAL STRATEGY 2030/2031 (PAGES 11 - 270)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Finance & Corporate Services.

10. ADOPTION OF THE CAPITAL STRATEGY 2026- 2036 (PAGES 271 - 326)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Finance & Corporate Services

11. HOUSING REVENUE ACCOUNT BUSINESS PLAN 2026/27 (PAGES 327 - 350)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented Cabinet Member for Housing & Planning (Deputy Leader)

12. 100 WOODSIDE AVENUE, N10- SALES STRATEGY AND UPDATED TOTAL SCHEME COSTS (PAGES 351 - 360)

Report of the Corporate Director of Finance and Resources (S151 Officer). To be presented by the Cabinet Member for Housing & Planning (Deputy Leader)

13. ADMISSION TO SCHOOLS - DETERMINED ADMISSION ARRANGEMENTS FOR 2027/28 (PAGES 361 - 474)

Report of the Corporate Director of Children's Services (Statutory DCS). To be presented by the Cabinet Member for Children, Schools & Families

14. APPROVAL OF NEXT STEPS FOR WOOD GREEN STATION ROAD SITES (PAGES 475 - 490)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Placemaking & Local Economy

15. APPROVAL OF THE VOLUNTARY AND COMMUNITY SECTOR ACTION PLAN (PAGES 491 - 542)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Communities.

16. DOWN LANE PARK - PHASE 2A:COMMUNITY HUB - PERMISSION TO INITIATE TENDER ACTION FOR A CONSTRUCTION WORKS CONTRACT (PAGES 543 - 548)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Placemaking & Local Economy.

17. HARINGEY'S TOILET STRATEGY AND ACTION PLAN, 2025-30 (PAGES 549 - 580)

Report of the Corporate Director of Adults, Housing and Health. To be presented by the Cabinet Member for Health, Social Care & Wellbeing.

18. HIGH ROAD WEST - NEXT STEPS (PAGES 581 - 598)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Placemaking & Local Economy.

19. POLICY UPDATE ON SCHOOLS IN FINANCIAL DIFFICULTY (PAGES 599 - 686)

Report of the Corporate Director of Children's Services (Statutory DCS). To be presented by the Cabinet Member for Children, Schools & Families.

20. PRIDE IN PLACE FUNDING (PAGES 687 - 700)

Report of the Corporate Director of Culture, Strategy and Communities. To be presented by the Cabinet Member for Placemaking & Local Economy.

21. MINUTES OF OTHER BODIES (PAGES 701 - 710)

To note the minutes of the following:

Cabinet Member Signing

- 10 Dec 2025 9.45 am - Council Tax Hardship Policy
- 11 Dec 2025 2.00 pm - Direct Payment Peer Support and Personal Care Assistants.
- 19 Jan 2026 1.30 pm - Clear Communal Areas Policy and Garage Allocations Policy

22. SIGNIFICANT AND DELEGATED ACTIONS (PAGES 711 - 712)

To note the delegated decisions taken by Directors.

23. NEW ITEMS OF URGENT BUSINESS

As per item 3

24. EXCLUSION OF THE PRESS AND PUBLIC

Note from the Committees Manager

Items 25, 26, 27, 28 allow for consideration of exempt information in relation to items 12, 14, 16, 18.

TO RESOLVE

That the press and public be excluded from the remainder of the meeting as items 25-30 contain exempt information as defined under paragraph 3, Part 1, Schedule 12A of the Local Government Act 1972:

Information relating to the financial or business affairs of any particular person (including the authority holding that information).

25. EXEMPT - 100 WOODSIDE AVENUE, N10- SALES STRATEGY AND UPDATED TOTAL SCHEME COSTS (PAGES 713 - 720)

Relating to item 12.

26. EXEMPT - APPROVAL OF NEXT STEPS FOR WOOD GREEN STATION ROAD SITES (PAGES 721 - 726)

Relating to item 14

27. EXEMPT - DOWN LANE PARK - PHASE 2A:COMMUNITY HUB - PERMISSION TO INITIATE TENDER ACTION FOR A CONSTRUCTION WORKS CONTRACT (PAGES 727 - 728)

Relating to item 16.

28. EXEMPT - HIGH ROAD WEST - NEXT STEPS (PAGES 729 - 820)

Relating to item 18

29. EXEMPT - MINUTES (PAGES 821 - 822)

To confirm and sign the exempt minutes of the meeting held on 20 January 2026 as a correct record.

30. NEW ITEMS OF EXEMPT URGENT BUSINESS

As per item 3

Richard Plummer, Committees Manager
Tel – 020 8489 4319
Email: richard.plummer@haringey.gov.uk

Fiona Alderman
Director of Legal & Governance (Monitoring Officer)
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 02 February 2026

Agenda Item 6

MINUTES OF THE Cabinet HELD ON Tuesday, 20th January, 2026, 6.30 - 7.14 pm

PRESENT:

Councillors: Ajda Ovat, Peray Ahmet (Chair), Emily Arkell, Zena Brabazon, Dana Carlin, Seema Chandwani, Lucia das Neves and Sarah Williams

ALSO ATTENDING:

Councillors: Scott Emery (Virtual)

371. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted.

372. APOLOGIES

Apologies were received from Councillor Ali and Councillor Gordon.

373. URGENT BUSINESS

There were none.

374. DECLARATIONS OF INTEREST

There were none.

375. NOTICE OF INTENTION TO CONDUCT BUSINESS IN PRIVATE, ANY REPRESENTATIONS RECEIVED AND THE RESPONSE TO ANY SUCH REPRESENTATIONS

There were none.

376. MINUTES

The minutes of the meeting on 9 December 2025 were discussed

RESOLVED:

The minutes of the meeting on 9 December 2025 were agreed as a true and accurate record of proceedings.

377. DEPUTATIONS/PETITIONS/QUESTIONS

There were none.

378. MATTERS REFERRED TO CABINET BY THE OVERVIEW AND SCRUTINY COMMITTEE

There were none.

379. ACQUISITION OF 12 COUNCIL HOMES AT 67 LAWRENCE ROAD, LONDON N15 4GL

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council introduced the report.

It was explained that the Council had acquired 12 homes to be let at council rents at 67 Lawrence Road. It was noted that five of the flats were two-bedroom family homes, and four were wheelchair accessible and that each flat included a private balcony or terrace, and the site included a shared communal garden.

The Council had worked to increase the supply of affordable housing in the borough on an ongoing basis, with the aim of providing more residents with access to rented housing at council rent levels.

Following questions from Cllr Emery, the following points were made:

- It was explained that the site was originally owned by a private developer, and had since been purchased by the Council.

- It was explained that the acquisition of these properties were part of the Council's target to acquire 250 properties per year. It was explained that these acquisitions were additional to the target of building 2000 new homes.

- It was explained that the Mechanical Ventilation with Heat Recovery (MVHR) system within the site would need to be compliant with planning requirements.

RESOLVED:

That Cabinet:

1. Approved the acquisition of the long leasehold interest in 12 flats at the property for housing purposes, for the purchase price as set out in the Part B (Exempt) report and based on the draft Heads of Terms contained in the Part B (Exempt) report.

2. Approved the total scheme cost for the acquisition as contained in the Part B (Exempt) report.

3. Approved the payment to Estate Office Investments Ltd (Estate Office) as contained in the Part B (Exempt) report.

4. Noted that it was proposed that grant funding from the Greater London Authority (GLA) would be used to part fund the acquisition with the option to use additional funding from the General Fund under an approved allocation for acquisitions through the CHAP programme. The amount of grant funding was contained in the Part B (Exempt) report.

5. In the event GLA funding was not available, Cabinet approval was sought for the use of right to buy (RTB) receipts. The amount of grant funding was contained in the Exempt Part B (Exempt) report.

6. Pursuant to the previous recommendation, where RTB funding was used, approved the grant of leases of these homes for a term not exceeding 7 years to the Haringey Community Benefit Society (HCBS) who, in turn, would let these homes at Local Housing Allowance (LHA).

7. Approved that the lettings of these homes were made in accordance with the grant funding conditions, and that the Neighbourhood Moves Scheme would not apply to these homes.

8. Granted delegated authority to the Corporate Director of Finance and Resources following consultation with the Head of Legal and Lead Member for Housing to finalise the Heads of Terms, agree the purchase price, finalise legal documentation and complete the transactions.

Reasons for decision

The acquisition of these properties resulted in 12 additional new council homes helping the council make good on its pledge to acquire and build 3,000 council homes by 2031.
The homes were expected to be of a good standard and to accord with the GLA's design standards as set out in the London Plan.

Alternative options considered

Not to acquire the homes. This option was rejected because it would have been a missed opportunity for the Council to:
• Secure 12 new Council homes.
• Purchase homes at a commercially advantageous price and payment structure.
• Assist in maintaining momentum and progress in the overall aspiration to provide affordable housing in the borough.

380. ADOPTING AN UPDATED DAMP AND MOULD POLICY

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council introduced the report.

It was explained by the Cabinet Member that the Council aimed to improve fairness across Haringey, including ensuring that residents had access to safe, warm and affordable homes. Damp and mould were identified as issues that should not be present in residential properties. It was explained that the Council sought to address these conditions as part of its housing responsibilities.

It was stressed that the Council adopted a zero-tolerance approach to damp and mould. This policy, first introduced in 2023, was updated to reflect the introduction of Awaab's Law and the associated new timescales for responding to damp and mould. It outlined how the council intended to provide and maintain dry, warm and healthy homes for tenants and leaseholders.

It was explained that resident insight had contributed to the development of the policy, including input from the Resident Voice Board and the Residents' Repairs and Maintenance Continuous Improvement Group. These groups provided ongoing engagement in the formation of housing policies.

It was noted that, across the borough, the Council had retrofitted and refurbished council homes. The Estate Renovation Plan allocated more than £500 million to home improvement works over a ten-year period.

Following questions from Cllr Emery, the following points were made:

- It was explained that the Government was reviewing potentially increasing powers to monitor the private rented sector for alleviating damp and mould. It was noted that the proposed policy was focussed on Council owned properties, however it was stressed that the Council worked to regulate the private sector on damp and mould, to ensure that residents did not live in damp and mouldy premises.

- It was explained that the usage of different types of insulation in Council owned properties would be reviewed on a case-by-case basis, and the most appropriate would be installed.

- It was noted that the Council was reviewing a range of options for energy provision as part of the asset management strategy and electrical inspection programme, and would implement the most appropriate option.

RESOLVED:

That Cabinet:

1. Approved the updated Damp and Mould Policy at Appendix 1, having had regard to the Equality Impact Assessment at Appendix 2, to come into effect from 3 February 2026.

2. Delegated to the Corporate Director Adults, Housing and Health in consultation with the relevant Cabinet member for Housing and Planning any future changes to this policy required by changes to legal or regulatory requirements

arising in the three-year period before the policy was due for review.

Reasons for decision

This policy outlined the Council's approach to tenancy management for Council tenants and for their wider households. It also helped the Council meet the Social Housing Regulator's consumer standards, specifically the Tenancy Standard and the Transparency, Influence and Accountability Standard.

Alternative options considered

The Council could have treated all damp and mould cases via its existing repairs process and decided not to design and implement a damp and mould policy. This option was rejected since there was an expectation, from government and residents, that the Council, as a social housing landlord, would have a policy in place which set out its approach to dealing with issues relating to damp and mould.

381. APPROVAL OF HARINGEY LIBRARY STRATEGY 2026-30

The Cabinet Member for Culture and Leisure introduced the report.

It was stressed by the Cabinet Member that libraries functioned as community facilities providing access to books, information and services. In Haringey, libraries had long operated as places where residents of different ages and backgrounds could access learning resources and participate in community activities. It was explained that the Library Strategy set out a long-term plan for the future use and development of these facilities to ensure they remained accessible, relevant and adaptable.

The Cabinet Member stressed that the strategy was informed by engagement and consultation with young people, residents, staff, partners and stakeholders across the borough. Participants contributed through surveys, workshops, focus groups and community discussions. This feedback helped identify the aspects of library services that residents valued and the areas they wished to see developed. The strategy established a direction of travel supported by individual library plans, which would be developed alongside friends/supporter groups and relevant engagement groups to ensure that actions reflected local priorities.

It was explained that the strategy outlined how libraries would contribute to Haringey's wider priorities relating to equality, opportunity and sustainability, while incorporating developments in service delivery and technology. The document drew on resident feedback collected during the consultation process.

Following questions from Cllrs Brabazon, Carlin and Emery, the following points were made:

- It was explained that the recent initiatives that had been introduced to highlight the year of reading were looking to encourage schools and young people to engage with libraries and encourage reading wherever possible. It was stressed that this was a part of the strategy. It was additionally noted that the needs of young people for libraries were considered as part of engagement for

the strategy and that there had been a series of events which were undertaken at libraries focussed on involving young people.

- It was noted that the strategy highlighted that libraries were cultural and community assets. It was stressed that the Council had worked to prioritise the affordability and the quality of the service. It was also explained that the strategy noted changes of use over time, including digital borrowing, which the Council had worked, as part of the strategy, to make accessible and relevant.

- It was explained that the Cabinet had been clear on opening hours for libraries in December 2024, and that it had been a difficult decision to make. It was stressed that the Council made the decision based on quantitative data. It was additionally noted that the Council was looking at ways to ensure library sustainability, which included potential future changes to opening hours.

- It was explained, following questions relating to developing a Library of Things, that this would not be financially viable in Haringey.

- It was noted that there had been a staffing restructure as part of changes to library opening hours in December 2024. As part of this, there had been the development of a Community Librarian, which would allow for a better connection with the community. It was explained that every library would have one Community Librarian. It was noted that this had been welcomed as part of overall library community engagement.

RESOLVED:

That Cabinet:

1. Approved the draft Haringey Library Strategy 2026–30.1.

2. Noted the findings of the consultation report and updated Equalities Impact Assessment.

Reasons for decision

The Council had a statutory duty under the Public Libraries and Museums Act 1964 to provide a ‘comprehensive and efficient’ library service for those who lived, worked or studied in the borough. The duty was supplemented by government guidance, which although not statutory, still had to be taken into account. The guidance advised that changes to library services should be based on strategic plans and consideration of alternative delivery models, and on careful assessment of needs and consideration of impacts and mitigations.

When the Council adopted revised operating hours for the library service in December 2024, in the absence of a specific library strategy, it used the principles which already underpinned its Arts & Culture Strategy – Access, Collaboration, Equity, Growth, Lifelong Learning, Visibility & Representation – to inform that decision. The Council also committed as part of that decision to developing a dedicated library strategy to underpin future development of the library service and put it on a sustainable footing

for the future. This report gave effect to that commitment, following detailed consultation and engagement with a wide range of stakeholders.

Alternative options considered

The Council could have decided not to adopt a Library Strategy. However, this would have left the library service without an underpinning strategic direction and would have undermined the Council's conformity with its statutory duty in respect of library provision. This option was therefore not recommended.

382. SINGLE USE PLASTICS POLICY AND ACTION PLAN

The Cabinet Member for Resident Services and Tackling Inequality introduced the report.

It was explained by the Cabinet Member that Haringey Council was positioned to address the issue of single use plastics (SUPs) and that its priority was to reduce unnecessary use of SUPs across council services, buildings and schools, and to influence reductions in use across the wider borough.

It was explained that Haringey's previous SUP policy ran from 2020 to 2022 and delivered a range of plastic-reduction initiatives. The updated policy supported Theme 2 of the Corporate Delivery Plan, Responding to the Climate Emergency, and Objective C4 of the Haringey Climate Change Action Plan. The revised Action Plan was structured around four areas: council operations, schools, residents and businesses. The actions focused on internal processes such as procurement and staff engagement; partnership work with schools to reduce SUPs; resident awareness initiatives; and collaboration with businesses and event organisers to reduce plastic use.

Following questions from Cllr Emery, the following points were made:

- It was explained that the proposed Single Use Plastics Policy would set the example to remove single-use plastics across all Council events.

- It was explained that the Council wouldn't use the Single-Use Plastics Policy as a requirement for partners to work with the Council, and that the Council aims However, it was explained the Single-Use Plastics Policy would be a part of the social value element of scoring for procurement exercises across the Council.

RESOLVED:

That Cabinet:

1. Approved the Single Use Plastics Policy 2026 and accompanying Single Use Plastics Action Plan, which outlined how the Council would reduce SUPs, both within its operations and across the borough.

Reasons for decision

Haringey Council was committed to doing everything possible to respond to the climate emergency and improve sustainability across its own operations and in the borough of Haringey.

Reducing consumption of SUPs across the Council's offices and the borough saved money, reduced waste, improved the environment and decreased the number of harmful plastics ending up in the world's oceans or in landfill.

Haringey Council had already taken bold steps to reduce SUPs. The last SUP policy successfully delivered a wide range of plastic reduction initiatives including the introduction of water fountains for refillable bottles and recyclable drink cups in Council offices.

This decision supported the Council's Climate Emergency declaration and contributed to borough-wide carbon reduction targets. It also aligned with the Corporate Delivery Plan, particularly the strategic themes of Responding to the Climate Emergency and Place and Economy.

Haringey's last original SUP Policy ran from 2020 to 2022. Post-COVID, many Council practices had changed; for example, changes in building usage and remote working affected SUP consumption and waste. Some actions outlined in the original plan were no longer applicable or relevant to current ways of working.

The national and regional landscape around SUP had also changed significantly since 2020, which meant the original policy did not reflect recent developments in legislation, borough-wide sustainability goals, or best practice guidance from ReLondon and London Councils.

At a regional level, London Councils, ReLondon, and WRAP launched the "One World Living Single-Use Plastics Pledge" in 2025, encouraging boroughs to commit to reducing SUPs across their operations and supply chains. This new updated SUP policy reflected how Haringey actively aligned with this pledge.

The Policy and Action Plan highlighted the borough's commitment to eliminate problematic single-use plastics and transition to reuse in Council operations and delivered services. It aligned with a growing regional movement across London and was in tandem with the Council's commitment to the single-use plastics pledge in partnership with London Councils, ReLondon and WRAP.

Alternative options considered

Doing nothing was rejected. This would have left the Council with an outdated SUP Policy, which did not reflect how the Council's operations had changed, or changes in the regional and national policy landscape. Not updating the policy would not have supported the Corporate Delivery Plan or the Haringey Climate Action Plan.

Doing a Council Plan only was rejected. This would have focused only on the Council as an organisation and on the influence the Council had across the borough. The Council was well placed to help reduce SUPs beyond its own organisation. To only focus on SUP the Council directly used would have missed opportunities, such as

SUPs at events, SUPs in schools and SUPs used by the Council's partners, which were a vital part of achieving the Council's aim.

383. MINUTES OF OTHER BODIES

The minutes of other bodies were discussed.

RESOLVED:

The minutes of other bodies were noted.

384. SIGNIFICANT AND DELEGATED ACTIONS

The list of significant and delegated decisions were discussed.

RESOLVED:

The list of significant and delegated decisions were noted.

385. NEW ITEMS OF URGENT BUSINESS

There were none.

386. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded from the remainder of the meeting as item 12 contains exempt information as defined under paragraph 1, Part 1, Schedule 12A of the Local Government Act 1972: Information relating to an individual.

387. EXEMPT - ACQUISITION OF 12 COUNCIL HOMES AT 67 LAWRENCE ROAD, LONDON N15 4GL

The exempt report was discussed.

RESOLVED:

The exempt recommendations were agreed and noted.

388. EXEMPT - MINUTES

The exempt minutes of the meeting on 9 December 2025 were discussed

RESOLVED:

The exempt minutes of the meeting on 9 December 2025 were agreed as a true and accurate record of proceedings.

389. NEW ITEMS OF EXEMPT URGENT BUSINESS

There was none.

CHAIR: Councillor Peray Ahmet

Signed by Chair ……..

Date ……

Agenda Item 9

Report for: Cabinet - 10 February 2026

Item number: 9

Title: Draft 2026-27 Budget and 2026-2031 Medium Term Financial Strategy Report

Report authorised by: Taryn Eves, Corporate Director of Finance and Resources

Lead Officer: Frances Palopoli, Head of Corporate Financial Strategy & Monitoring

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. This report sets out details of the proposed General Fund (GF) Budget for 2026/27; the Medium-Term Financial Strategy (MTFS) 2026/31, as well as the capital programme, the Treasury Management Strategy Statement 2026/27 and the proposed dedicated school's budgets for 2026/27. The proposed budget and capital programme for the Housing Revenue Account (HRA) are included as a separate agenda item.

1.2. The proposed 2026/27 budget and capital programme is set within the context of the current Corporate Delivery Plan (CDP). Although this is due to end in April 2026 and the new plan will be published in Autumn 2026, following the local elections, the Council's strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough remain relevant.

1.3. The plan is set out in eight themes:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare
- Homes for the future
- Safer Haringey
- Culturally rich borough
- Place and economy

These themes demonstrate how the Council is focussed on working collaboratively, in line with the Haringey Deal, with residents, businesses and partners to tackle the biggest issues affecting communities.

1.4. As set out in this report and previous financial monitoring reports throughout 2025/26, the financial position of Haringey remains extremely challenging.

Haringey, alongside 29 other authorities have relied on Exceptional Financial Support in 2025/26, with more (including Haringey), expected to require the support in 2026/27. Further details are set out in Section 8.

1.5. Following more than a decade of government underfunding, in 2025/26 Haringey is operating with around £143m less in core government funding in real terms each year than it did in 2010/11 and government grant has been less than the national average and of neighbouring authorities with whom the Council shares traditionally 'inner London characteristics'. This is at the same time the Council has seen escalating demand for services, which now cost more to provide. Despite year-on-year efficiency savings, spending reductions and increases in income generation, Haringey's financial position reached a tipping point in 2024/25 and as can be seen in this report. Demand and price pressures are set to continue into 2026/27 as reflected in the £38.548m additional budget that will be required across social care and temporary accommodation alone.

1.6. In 2025/26 Haringey was only able to meet its legal requirement to set a balanced budget with the assistance of £37.0m of Exceptional Financial Support from government. Fairer Funding 2.0, as set out in Section 8 has resulted in £9.51m of additional un-ringfenced grants from Government in 2026/27 than had been assumed but this remains insufficient to managing rising demand and costs and the 2026/27 budget now presented again relies on EFS of £89.2m (£37.0m of 2025/26 deficit and £52.2m of 2026/27 deficit). This is money the council, if agreed will be allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid with financing charges which for the coming year are forecast to cost £10m.

1.7. However, despite its depleting financial resources, the council's priority continues to be to deliver services to the most vulnerable as well as those more universal services valued by all residents, visitors and businesses and in 2026/27, the proposed new budget is £343.4m compared to £291.2m in 2025/26, of which 77% will be spent on adults and children's services and homelessness support.

1.8. Demand for statutory services continues to increase year on year alongside the price paid and is far outstripping the government grants received and the amount of income that can be generated locally. With more than 24,000 supported through the council tax reduction scheme and the relatively low numbers of residents who can fund their own adult social care, generating income to support delivery of local services is difficult.

1.9. In addition, there is planned £292.6m of capital investment in 2026/27 and £656.6m across the following four years in keeping schools open, maintaining roads, and other highways infrastructure to a safe standard, keeping the Council's operational estate health and safety compliant and the much-needed investment into Wood Green and Tottenham. The proposed capital programme is presented with a focus on health and safety and other essential investment to maintain the delivery of key services but also 'invest to save' opportunities, such as expanding leisure centre provision and commercial properties, both of which are expected to increase much needed income for the Council. Use of grants and other external funding will be

maximised but in 2026/27, 75% of the General Fund programme will be funded through borrowing. The Council recognises that the cost of borrowing remains high and the annual review of the programme next year will need to consider opportunities to avoid any further increases.

1.10. Although the number of dwellings has increased in the borough partly driven by the Council's ambitious council house building programme, the collection rates are falling to 92.5% and therefore the calculation for the council tax base is showing a reduction from 82,589 in 2025/26 to 80,924 for 2026/27. The average council tax band remains at Band C and numbers claiming council tax reduction support is increasing. Government has made clear in the recent provisional settlement that core spending power funding is calculated assuming that Council's apply the full 4.99% increase in Council Tax levels, and this has been assumed within this report for full Council to consider on 2 March.

1.11. The council has put in place a robust Financial Recovery Plan and a set of organisational arrangements to support its delivery. Stringent spending controls on all non-essential spend over £1,000 will continue with the aim of reducing over-spends in the current year and minimising the use of EFS in 2026/27. The Council's Financial Recovery Plan that was prepared early in the year will be reviewed in advance of April 2026 given the deteriorating financial position, with an aim of minimising reliance on EFS and improving financial sustainability over the next 5 years. Plans are also being put in place to introduce an 'independent sounding board'. This will bring in independent sector experts to oversee and hold the council to account for the delivery of the new Financial Sustainability Plan.

General Fund Revenue Budget

1.12. In 2026/27, the Council is expected to spend in total £1,184,457m (net revenue and capital budgets) on services for the 294,000 residents within the borough. Of this, £636.0m is on general services and £548.5m on supporting over 20,000 households in Council housing. The latter is covered in detail in the Housing Revenue Account Business Plan which is a separate report on the agenda. The reminder of this report provides details of the spend on day to day running of general services, longer term capital investment and how these are forecast to be funded.

1.13. The last report, published on 11 November 2025 provided details of the Council's budget pressures going into 2026/27, particularly within social care, and temporary accommodation. It was recognised in that report that further analysis would be required to ensure that the final budgets now being proposed are based on the most up to date information available. This work has resulted in a final total of £45.3m of additional budget as part of this year's financial planning process on top of the £46.3m previously agreed in March 2025. A full update is provided in Section 9 of this report which shows the full breakdown of the additional budget for 2026/27 that will now be needed to manage services and risks.

1.14. The external budget consultation on the draft budget proposals published in November ran from 24 November to 6 January and the specific responses

and general feedback received are summarised in Appendix 3. Cabinet have considered the feedback and although there are no changes to the draft budget as a result, the feedback provided has been extremely valuable and will be considered as part of the implementation of the proposals. The recommendations from Overview and Scrutiny Committee, together with the responses from Cabinet Members is set out in Appendix 4. No changes have been made to the draft budget as a result of these recommendations.

1.15. Since the draft budget report, Government has published the provisional Local Government Finance Settlement for 2026/27 to 2028/29. Haringey's Core Spending Power will increase by 5.5% in 2026/27 and 14% over the three year period. However, this remains both lower than the London average of 5.9% and lower than the average outer London borough of 8.6% for 2026/27. 'Core Spending Power (CSP)' is a headline figure used by government to represent the key revenue resources available to local authorities but includes an estimate of council tax (assuming the maximum increase and an estimated taxbase) and business rates (assuming authorities collect at their baseline level) income. Haringey's financial plans published in November already included an officer assumption that Council Tax would increase by 4.99%.

1.16. The provisional settlement CSP indicated £19.6m additional funding for Haringey in 2026/27 compared to the current year however, this includes the government assumed council tax income level (£151m) which is above what is actually billable by Haringey (£145m). The CSP funding also rolls in a number of previously specific grants which makes like for like comparisons extremely difficult. However, setting aside Council Tax increases, there is an estimated increase in un-ringfenced grant funding compared to 2025/26 of £9.51m compared to what the Council had been assuming. A significant amount of this comes from the continuation of the Recovery Grant (£5.4m) which will continue to be paid across the three years of the settlement, and which was not anticipated as part of the Fairer Funding 2.0 consultation.

1.17. While this is welcome, as is the certainty provided by funding announcements, it does little to address the underlying budget shortfall. To enable the estimated spending requirement, the Council will need to increase Council Tax by the maximum allowable amount of 4.99% and, for the second year running, seek special permission from Government to allow the Council to use borrowing (referred to as Exceptional Financial Support) of £89.2m for its day to day running costs and supporting the borough's most vulnerable residents.

1.18. This reliance on exceptional Government support is not sustainable and must be considered a short to medium term solution. The Council continues to explore ways to improve its efficiency and maximise value for money to reduce costs and increase income which in turn can be used to fund vital services. However, more fundamental changes will be required across the next three years to address the budget shortfalls as shown in Section 10.

1.19. The proposed budget for 2026/27 has been set based on the latest available information and assumptions but there are a number of inherent risks and uncertainties on service pressures, such as prevailing economic conditions,

and the delivery of the total budget reductions of £23.2m for 2026/27 as well as the delivering in full the £30m in 2025/26. Demand pressures are outstripping those that have been assumed. Details are set out in Section 8, along with the Council's approach to risk management through contingency and reserves management. The cumulative impact of funding austerity since 2010/11, increasing demand and more latterly, inflation, has reduced available reserve balances to an extremely low level and therefore recourse to EFS is the only viable option for the foreseeable future.

1.20. It remains the Section 151 Officer's view that any use of EFS must be a last resort however, despite the actions that the Council has introduced this year to control and restrict expenditure and ensure value for money in all contracts, the size of the forecast gap means that once again, the proposed budget for 2026/27 will again be set based on financial support from Government. Further details are set out in Section 8 and in the Section 151's Section 25 Statement in Appendix 11.

1.21. The five-year forecast of reserve balances is set out in Section 9 (Table 12) and includes details of all known commitments. It shows that reserves allocated for risks and uncertainties will remain unsustainably low at £5.4m at March 2026 rising to £14.3m in March 30/31 but this is based on a £3.0m replenishment from 2027/28 which may not be feasible. As highlighted, any use of reserves for balancing the budget is not sustainable and replenishment of reserves for managing risks and uncertainties will commence from 2027/28.

1.22. The remainder of this budget report is largely focussed on the budget for 2026/27, but it is set within the context of the medium term over the next five years. A balanced budget is proposed for 2026/27 if Government agree Haringey's application for EFS, however there remains an estimated budget gap of £239.5m between 2027/28 and 2030/31. Further details are set out in Section 10.

Dedicated Schools Budget

1.23. On 19 November 2025, the national figures for 2026/27 schools' budgets were announced. Overall, Haringey's National Funding Formula (NFF) allocation for 2026/27 is an increase of 0.90% for the School's Block and a 0.79% reduction in the Central Support Services Block.

1.24. Funding for both the High Needs Block and Early Years Block was not announced until 17 December 2025. The use of the high needs national funding formula (NFF) is being suspended for 2026/27. The individual council allocations will instead be based on the 2025/26 allocations plus consolidated in-year grants, pay increases and national insurance changes. This has resulted in a 5.52% increase in the level of funding for 2026/27 compared to current funding for 2025/26. The Early Years Block settlement reflects the full year effect of the entitlement for qualifying children of working parents to 30 hours free childcare for children aged 9 months to age 2, with the final school finance settlement confirmed usually in July 2026 for the updated Early Years Block census. Full details are set out in Section 14.

Capital Strategy and Capital Programme

1.25. The Capital Strategy is set out in a separate report on this meeting's agenda and is presented alongside this budget report for approval by the Full Council on 2 March. It sets out a high-level, long-term overview of how capital expenditure and capital financing activity contribute to the Council's key priorities in the Borough Vision and Corporate Delivery Plan. Appendix 7 of this report includes the full details of the proposed five-year capital programme which will see £292.6m (including EFS) or £203.4m (excluding EFS) of capital expenditure in 2026/27 and £949.245m (including EFS) or £460.0m (excluding EFS) across the five year period of 2026/27 to 2030/31 for the General Fund. The capital investment for the HRA is set out in the HRA Business Plan which is a separate report on the agenda.

1.26. The Council's ability to prudentially borrow to fund capital schemes and the EFS requirement is limited by the budgetary pressures the Council continues to face. In 2026/27 alone, £220.470m of planned spend is funded from borrowing. The financing costs of delivering this level of investment is estimated as £55m (£36m interest and £19m MRP) and has been reflected within the 2026/27 revenue proposed budget within this report. The Council recognises that these costs are too high and the annual review of the programme next year must identify opportunities to avoid any further increases and potential to reduce these borrowing costs.

1.27. Included within this report is the forecast programme and borrowing levels however, borrowing is only undertaken when required and schemes do not start until they have been through the appropriate governance (including viability and affordability).

1.28. The Council's Flexible use of Capital Receipts Policy is set out in Appendix 8. This flexibility now extends to 2030 and allows local authorities to fund the revenue costs of projects that result in ongoing cost savings or improved efficiency. Appendix 9 sets out the Capitalisation Policy.

Treasury Management Strategy Statement

1.29. Treasury management and prudential borrowing are integral to the consideration of the Council's revenue budget. The Treasury Management Strategy Statement (TMSS) 2026/27 is attached as Appendix 10. It was considered by Overview and Scrutiny Committee on 19 January and by Audit Committee on 29 January 2026 before the final TMSS will be presented to Council on 2 March 2026 for approval. It sets out the Council's approach to Treasury Management activity including the Minimum Revenue Provision (MRP) Policy 2026/27.

Conclusion

1.30. In summary, this report presents the Council's draft General Fund revenue and capital 2026/27 budget and current medium-term financial position for 2026 to 2031.

1.31. The only items not confirmed at this stage are:

- Final 2026/27 Local Government Finance Settlement announcement (expected mid-February) and any other late grant notifications from government departments;
- Notification of final levy sums. These are not expected to be significantly different to the sums already assumed within the proposed budget; and
- Confirmation of the Greater London Authority (GLA) council tax element which will be agreed on 26 February 2026.

1.32. The unknowns are not expected to have material implications for the 2026/27 proposed budget presented in this report, but any changes will be highlighted and addressed in the final budget report presented to Full Council on 2 March 2026.

2. Cabinet Member Introduction

2.1 Haringey The budget proposed in this report will see a record level of investment in Haringey. This means £343.4m spent on providing the services our residents need and rely on; and ensuring our public spaces and communities are clean, safe and welcoming for all. We are committed to building a Haringey where everyone can belong and thrive, and even in tough times, we are ensuring that vital resources go where they are needed most to realise that vision.

2.2 This budget proposes:

- £222.9m on adults and children's social care – supporting those residents who need help in some of the most challenging times of their lives
- £42.9m on preventing and addressing the homelessness crisis, including ending the use of B&Bs as temporary accommodation for families
- £4.7m on caring for our parks and green spaces (revenue and capital)
- £2.3m on our libraries
- £34.4m on supporting lower income residents with the cost of council tax.
- £283m on building new council homes and £93m on renovating our existing council homes and estates.
- £37.8m on Recycling and Waste
- £16.1m on concessionary fares

2.3 These decisions don't come about by accident. They are the result of tough choices. Due to historic, systematic government underfunding, in 2025/26 we have operated with around £143m less in real terms in core government funding than we did in 2010/11 - a 55% cut. At the same time, we have seen rising need for our local public services which, with high inflation in recent years, now cost much more to provide.

2.4 For years Haringey Council has been under-resourced to meet the needs of our communities. We've historically had 15% less to spend per resident than our neighbouring boroughs, despite our relatively high levels of deprivation in certain cohorts. This is why we are delighted that the government has recognised the need to change the funding formula to take account of deprivation (including housing costs) when assessing Fair Funding for local

government. Haringey will see an additional £18.4m over the next 3 years, £9.5m in 2026/27.

2.5 The government was never going to be able to reverse more than a decade of austerity in one go and this is welcome additional funding. If only funding had been allocated on the basis of need over the past 15 years, Haringey would not be facing such a challenging financial picture today.

2.6 That said, this is not sufficient to resolve the financial position that we face. Despite year-on-year efficiency savings, spending reductions and increases in income, Haringey will again need to rely on Exceptional Financial Support from government to balance our budget in 2026/27 and for the medium term future.

2.7 Our draft budget for 2026/27 includes £23.2m of savings proposals – made up of £14.9m which were approved in previous years and around £8.3m of new proposals, some of which we have consulted residents and businesses on over the past few weeks. We will be focusing relentlessly on achieving these savings alongside the delivery of the £30m of savings that are in this year's 2025/26 budget. This is vital in order to reduce the amount of Exceptional Financial Support that we use. EFS is money the council is allowed to borrow to fill its funding gap. It is not a grant and will need to be repaid, with interest in future years.

2.8 Despite all the challenges, this is a budget which reflects our values as a council. We are focused on getting the basics right. We are delivering and improving local public services – especially for the most vulnerable. We are putting real public investment into our fabulous local parks, public leisure centres and public libraries.

2.9 There is a long way to go, but we are turning the page on austerity, ending the era of managed decline and starting to rebuild our local public services and local public infrastructure. That is how we will build the fairer, greener borough that our residents deserve.

3. Recommendations

3.1 It is recommended that Cabinet:

a) Note the content of the Section 25 Statement provided by the Corporate Director for Finance and Resources (Appendix 11)
b) Consider the outcome of the budget consultation to be included in the report to Council (Appendix 3)
c) Note the content of the Cumulative Equality Impact Assessment for 2026/27 (Appendix 5)
d) Approve the responses made to the Overview and Scrutiny Committee recommendations following their consideration of the draft budget proposals (Appendix 4)
e) Propose approval to the Council of the 2026/27 Budget and MTFS 2026/31 Budget, new budget requirements and savings proposals (Appendices 1 and 2 a-f)

f) Propose approval to the Council of the 2026/27 General Fund Revenue Budget as set out in Appendix 1, including specifically a General Fund budget requirement of £343.4m, but subject to final decisions of the levying and precepting bodies and the final local government finance Settlement.
g) Propose approval to the Council of the General Fund Medium Term Financial Strategy (MTFS) 2026/2031 (Appendix 1)
h) Propose approval to the Council that the overall Haringey element of Council Tax to be set by London Borough of Haringey for 2026/27 will be £1,803.26 per Band D property, which represents a 2.99% increase on the 2025/26 Haringey element and with an additional 2% for the Adult Social Care Precept amount.
i) Note the Council Tax Base of the London Borough of Haringey, as agreed by the Section 151 Officer under delegated authority (Article 4.01(b), Part 2, of the Constitution), as 80,924 for the financial year 2026/27 (Appendix 6).
j) Propose approval to the Council of the General Fund Capital Programme 2026/27 to 2030/31 (Appendix 7).
k) Propose approval to Council of the strategy on the use of flexible capital receipts to facilitate the delivery of efficiency savings including utilisation for redundancy costs (Appendix 8)
l) Note the Capitalisation Policy (Appendix 9).
m) Note the Treasury Management Strategy Statement for 2026/27 for approval by Council (Appendix 10)
n) Propose approval to Council of the 2026/27 Minimum Revenue Provision policy (Appendix 10, Annex C).
o) Propose to the Council the Dedicated Schools Budget (DSB) allocations for 2026/27 of £149.8m as set out in Table 16 and paragraph 14.2.
p) Note the funding to be distributed to primary and secondary schools for 2026/27 based on the figures advised to Schools Forum and submitted to the Department for Education (DfE) in January 2026 set out in Section 14.
q) Note the budgets (including the use of brought forward DSG) for the Schools Block, Central Services Block, High Needs Block and Early Years Block set out in Table 16**.**
r) Delegate to the Director of Children Services, following consultation with the Cabinet Member for Children, Education and Families, authority to amend the Delegated Schools Budget to take account of any changes to Haringey's total schools funding allocation by the DfE.
s) Delegate to the Section 151 officer, following consultation with the Cabinet Member for Finance and Corporate Services, authority to make further changes to the 2026/27 draft budget to Full Council.

4. Reasons for decision

4.1 The Council has a statutory obligation to set a balanced budget for 2026/27 and this report forms part of the budget setting process for setting out the forecast funding and expenditure for 2026/27 which will be presented to Full Council on 2 March 2026. As part of good financial management and transparency, this report also sets out the current funding and expenditure assumptions for the following four years in the form of an updated Medium-Term Financial Strategy (MTFS). The final budget for 2026/27, Council Tax

levels, Capital Programme, Treasury Management Strategy Statement, Housing Revenue Account (HRA) budget and Business Plan will be recommended to Full Council on 2 March 2026 following consideration at Cabinet on 10 February 2026.

5. Alternative options considered

5.1 The Cabinet must consider how to deliver a balanced 2026/27 budget and sustainable MTFS over the five-year period 2026/2031, to be reviewed and adopted at the meeting of Full Council on 2 March 2026.

5.2 The Council has developed the proposals contained in this report in light of its current forecasts for future income levels and service demand. These take account of the Council's priorities; the extent of the estimated funding shortfall; the estimated impact of wider environmental factors such as inflation, interest rates, household incomes and, in some service areas, the legacy of the Covid-19 pandemic.

6 External Context

Economic Factors

6.1 The Office for Budget Responsibility (OBR) published an update of national economic and fiscal outlook on 26 November 2025. That report estimated real Gross Domestic Product (GDP) growth is forecast to grow by 1.5% on average over the forecast slower than that projected in March due primarily to lower underlying productivity growth.

6.2 The OBR made a specific reference to an increase in local authority borrowing as a key risk to the government's economic and fiscal outlook. Forecasted local authority borrowing has increased by £7bn compared to March 2025 reflecting upward revisions in recent outturns and with SEND pressures which is expected to further increase to at least £14bn.

6.3 Consumer Price Index (CPI) inflation is forecast to be 3.5% in 2025 on average decreasing to 2.5% in 2026. Both figures are higher than the previous forecast in March 2025. The OBR expects inflation to be higher for longer, decreasing to the Bank of England's target of 2% by 2027 (a year later than previously forecast).

6.4 The Bank of England interest rate is expected to fall to 3.6% in 2026. The expected rate then rises gradually, returning to 4% by the end of 2030. The unemployment rate remains on a gradual upward trend since a post-pandemic trough of 3.8%, and it is expected to remain close to its current rate of 5% until 2027 before falling to its equilibrium rate of 4% for the remainder of the forecast.

6.5 The Monetary Policy Committee (MPC) sets monetary policy to meet the 2% inflation target, and in a way that helps to sustain growth and employment. The MPC adopts a medium-term and forward-looking approach to determine the monetary stance required to achieve the inflation target sustainably.

6.6 At its last meeting on 18 December 2025, the MPC voted to reduce the Bank Rate by 0.25% to 3.75%. Since August 2024 the rate has been cut six times and CPI inflation has fallen a long way from its peak of over 10% three years ago and currently stands at 3.2%.

6.7 The international outlook continues to be volatile which could impact negatively on the current inflation and bank rate forecasts which would directly impact on the current budget assumptions.

National Policy Developments

6.8 On 20 November 2025, the Government published a Policy Statement on the 2026/27 – 2028/29 local government finance settlement as well as the following documents:

- The Government's formal response to the summer 2025 consultation on Fair Funding Review (FFR) 2.0;
- The Government's formal response to the 2025 consultation on the delivery of the business rates reset; and
- A policy paper on delivery of the business rates reset.

6.9 The Policy Statement confirmed that the Government will deliver a three-year local government finance settlement – although technically legislation will still require the Parliament to pass the settlement each year, so changes are still possible.

6.10 The statement provided details of additional funding over the Spending Review (SR) period of £3.4 billion grant funding, of which £1 billion is in 2026/27, £1.1 billion in 2027/28, growing to £1.23 billion in 2028/29, all geared towards social care.

6.11 The Policy Statement confirmed changes to the Business Rates Retention system including a safety net at 100% of Baseline Need for 2026/27. This will provide increased certainty and assurance to the local government sector when budgeting business rates income in 2026, amongst the backdrop of major business rates reforms, including the reset and tax policy changes. The Safety Net threshold will gradually move back to the current level of 92.5% for most authorities over the multi-year Settlement by 2028/29.

6.12 The statement also confirmed the intention to move towards 'funding simplification' with some current service specific grants being rolled into the Revenue Support Grant (RSG) and £21.5bn of funding across the 3 years, merged into four new consolidated grants: -

- Homelessness, Rough Sleeping and Domestic Abuse Grant
- Children, Families and Youth Grant
- Public health Grant
- Crisis and Resilience Fund

6.13 Council tax referendum principles will continue at their 2025/26 levels for the three-year period (although note they will still be set annually due to legislative provisions) which for Haringey, as a social care authority, is up to

3% for the general increase and an additional 2% for the adult social care precept.

2026/27 Provisional Local Government Finance Settlement (PLGFS)

6.14 The PLGFS was announced on 17 December 2025 and confirmed much of the updates that were set out in the Policy Statement published on 20 November 2025 but also provided the provisional funding allocations for 2026/27 and indicative figures for 2027/28 and 2028/29. The figures for all years are based on the outcome of the 2024 Autumn Budget and Spending Review, announcements in the 2025 Budget and the 20 November Policy Statement.

6.15 Core Spending Power (CSP) will increase by 15.1% across England and 16.2% for London boroughs by 2028/29 compared to the baseline year of 2025/26. Over that same period, the non-council tax portion of CSP will increase by 7.9% across England and 9.2% for London boroughs. Haringey's increase is £9.7%.

6.16 Key points to note are as follows and Haringey's provisional allocations are set out in Section 8:

- The introduction of a "Fair Funding Assessment (FFA)" based on the outcome of the Fair Funding Review 2.0. This FFA has been split into the Baseline Funding Level, Revenue Support Grant and Local Authority Better Care Grant (LABCG).
- Adult social care funding – all funding for adult social care in 2025/26 core spending power has been redistributed using the Fair Funding Review, with the local authority better care grant allocations top sliced out of social care authorities' FFAs (in other words, carved out as an identifiable section 31 grant). Additional adult social care funding, worth £150 million in 2026/27, £250 million in 2027/28 and £500 million in 2028/29 has been added to RSG and will be distributed using the new adult social care relative needs formula used in the Fair Funding Review, without any council tax adjustment. The Department of Health and Social Care will shortly publish 'notional' adult social care amounts which will set out an expectation of how much of council funding should be spent on adult social care.
- Council Tax threshold will remain at 3% over the course of the multi-year settlement and an adult social care precept of up to 2% without a referendum can be set. The government proposes flexibilities and will not set referendum principles in 2027/28 and 2028/29 for six upper-tier authorities meeting specific criteria, five of which are in London.
- The government will consider local requests for council tax flexibility where a local authority is facing significant local financial difficulty, and the existing council tax is below the national average. Haringey has not applied for this flexibility.
- Any revenue from Council tax premiums, including the second homes premium which came into effect this year, will not be accounted for in the FFR and will be seen as additional income.
- Funding Floors are in place to provide transitional protection for certain authorities moving from current funding to new funding (this does not apply to Haringey).

- The Employer National Insurance Contributions (NICs) Grant will continue to support councils in 2026/27; no new policy changes or additional funding have been announced.
- Recovery grant – the 2025/26 Recovery Grant continues for those Councils currently in receipt (this applies to Haringey).

Consolidated Grants in Core Spending Power

- **Homelessness, Rough Sleeping and Domestic Abuse grant** – This grant is not new funding but will become part of Core Spending Power. It brings together existing grants and has its own bespoke distribution for each element and will be ringfenced. The overall total funding will grow by £110 million by 2028/29 and local authorities will be guaranteed a minimum cash flat amount.

    - Domestic Abuse Safe Accommodation new burdens (£160 million in 2025/26, already in spending power),
    - Part of Homelessness Prevention Grant (£321 million in 2025/26),
    - Rough Sleeping Prevention and Recovery Grant (£254.4 million in 2025/26)
    - Rough Sleeping Accommodation Programme (£37.3 million in 2025/26).

- **Children, Families and Youth grant (part)** – This grant is not new funding and part of it is already in Core Spending Power. It brings together the existing Children's Social Care Prevention Grant (£269.6 million in 2025/26) and the Supporting Families element of the Children Families Grant (£253.5 million in 2025/26). The total will be increased by £330 million in 2026/27, held cash flat in 2027/28 and then reduce by £124 million in 2028/29. Distribution will the through the new children and young people's services relative needs formula used in the Fair Funding Review without adjustment for council tax. All councils will be guaranteed their 2025/26 predecessor grant amounts. The 'Holiday Activity and Food' portion of the grant is a direct replacement for the Holiday Activities and Food grant. The 2026/27 amount is slightly higher due to a temporary introduction of additional administrative funding, with its own distribution method. The 'Pupil Premium Plus Post-16' element is a direct rolling in of the grant, at existing allocations and amounts.

Consolidated Grants Outside CSP

- **Public Health** – This grant combines the following grants:

    - The main public health grant
    - Drug and Alcohol Treatment and Recovery Improvement Grant
    - Individual Placement Support
    - Local stop smoking services support grant
    - Funding previously used for the Swap to Stop scheme.

- **Crisis & Resilience-** This grant combines 2025/26 Discretionary Housing Payment (£93m) and Household Support Fund (£742m) grants under a single grant.

- **Children, Families and Youth Grant (remaining part) -** This new consolidated grant sits both inside and outside core spending power. See above for further details.

6.17 Special Educational Needs and Disabilities (SEND): A full Schools White Paper will be released early this year, setting out substantial plans for reforms of special educational needs provision.

Further Consultations

6.18 The following consultations are currently underway or expected shortly and London Council's is expected to lead on the responses on behalf of the boroughs:

- Visitor levy in England (i.e. overnight accommodation levy, tourist tax), 18 February
- Business Rates and Investment: Call for Evidence, 18 February
- High value council tax surcharge, to be announced

7 Internal Context

Haringey 2025 and the Corporate Delivery Plan

7.1 As a Council, Haringey delivers hundreds of different and diverse services to almost 294,000 residents.

7.2 On 15 October 2024, Haringey's Borough Vision was published with 'Making Haringey a place where everyone can *belong and thrive* as a commitment at its heart. The aim of the vision is to galvanise the actions not just of the council but also of partners, residents and businesses behind a set of common objectives. Haringey 2035 identifies the six key areas for collaborative action over the next decade:

- Safe and affordable housing.
- Thriving places.
- Supporting children and young people's experiences and skills.
- Feeling safe and being safe.
- Tackling inequalities in health and wellbeing.
- Supporting greener choices.

7.3 This builds on the Haringey Deal which sets out the council's commitment to developing a different relationship with residents, alongside the Corporate Delivery Plan (CDP) which sets out the organisational priorities every two years.

7.4 The current CDP was approved by Cabinet in July 2024 and can be found here - The Corporate Delivery Plan 2024-2026 (haringey.gov.uk). It outlines

the strategic objectives, priorities, and initiatives aimed at creating a fairer, greener borough. The plan is set out in eight separate themes:

- Resident experience and enabling success.
- Responding to the climate emergency.
- Children and young people.
- Adults, health and welfare.
- Homes for the future.
- Safer Haringey.
- Culturally rich borough.
- Place and economy.

7.5 Key metrics for each theme have been set to determine if activities are having the intended effect and are reported to Cabinet and the Overview and Scrutiny Committee every six months. A new Corporate Delivery Plan will be developed following the local elections in 2026 this will cover the first two years of the administration.

7.6 The Budget and MTFS process is the way in which the Council will allocate financial resources to support the delivery of the CDP alongside analysing and responding to changes in demand, costs and external factors.

Haringey as a Place

7.7 Haringey is an outer London borough but which exhibits many inner London characteristics including levels of deprivation, high housing costs and urban density. Unlike many other London boroughs, it also continues to have a growing population – with the number of over 65s being 41% higher in 2026 than they were in 2011. In the same period there has been a 10% decrease in children under 17. Haringey has a population density of about 9,178 people per square kilometre, making it the 12th most densely populated borough in London.

7.8 The most recently reported data shows that 27.5% of residents aged 16 to 65 were claiming Universal Credit in Haringey in November 2025 - over 51,000 people, the highest ever figure. The same data showed 7.5% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2025 circa 14,000 people and, one of the lowest rates in the last 18 months yet still the third highest in the UK

7.9 The 2025 Index of Multiple Deprivation (IMD) was recently published. This is a national measure used to understand how deprived different areas are, based on factors such as income, employment, health, education, crime, housing, and the environment.

7.10 The previous IMD was published in 2019. While changes to methodology, area boundaries and the impact of the pandemic make direct comparisons difficult, there are some noticeable shifts:

7.11 Overall, in line with many London boroughs and other metropolitan areas, Haringey has become more deprived and is now more deprived than 90% of English local authorities. Key notables are: -

- Haringey continues to rank poorly for Barriers to housing and services, living environment, and income deprivation affecting older people. In all three domains, it is more deprived than 97% of local authorities.
- The borough has experienced a drop in rank for Employment and Income deprivation affecting children, and Overall Income, indicating increased deprivation in these areas since 2019.
- Among English local authorities, Haringey continues to rank mid-range for Education, skills and training, and Health and disability deprivation.
- There has been a noticeable improvement in Crime-related deprivation, with Haringey moving from the 9th most deprived to the 30th. For the first time, it is close to leaving the bottom 10%.

8 Draft Budget 2026/27

8.1 Developing the draft budget for 2026/27 aligns with the Council's budget principles and factors. These, along with several key factors have been taken into consideration are set out below.

Budget Principles

- To support the delivery of the Council Plan and priorities.
- Financial Planning will cover at least a 4/5 year period.
- Revenue and capital budgets of equal importance.
- Cost reductions and income generation required.
- Sustainable budget for future years (one off reductions are not the solution).
- No on-going reliance on reserves.
- Any use of reserves to balance the budget will need to be replenished.
- Estimates used for pay, price and demand should be based on data and evidence – referred to as pressures.
- Growth for increased or enhanced service provision will be exceptional and considered on case by case basis.
- Loss of Government grant will result in same reduction in expenditure.
- All services will ensure value for money and high levels of productivity.

Budget Factors

- Impact of macro-economic conditions, such as inflation and interest rates for 2026/27 have used the latest forecast published by the OBR.
- Government Funding and the allocations published in the Provisional Local Government Finance Settlement on 17 December 2025 have been used.
- Estimates of other potential income sources, including Council Tax, Business Rates, fees and charges and other contributions.

- Forecast increase in demand and price pressures will be based on the latest data and trends and consider any risks in the estimates.
- Net budget reductions (savings) include both reducing costs and increasing income.

Draft Revenue Budget 2026/27 – Funding

8.2 As highlighted above, the Council is expected to spend net £343.4 on day to day services and this will be funded through a number of different sources such as:

a) Council Tax
b) Business Rates (now part of Fair Funding Allocation (FFA))
c) Government Grants (within FFA)
d) Government Grants (within Core Spending Power and Service Specific)
e) Customer Receipts (including fees, charges, parking)
f) Rental Income
g) Investment Income

8.3 The main revenue sources are set out in Table 1.

Table 1 – Key Revenue Sources 2026/27

Income Source	**£'000**
Council Tax (a)	(145,928)
Baseline Funding (b)	(96,838)
Revenue Support Grant (c)	(95,155)
Local Authority Better Care Grant (c)	(12,098)
Other Grants (d)	(19,213)
Total	**(369,232)**

Government Funding

8.4 On 17 December 2025, Government published the Provisional Local Government Finance Settlement (PLGFS) for 2026/27. This has been subject to consultation, and the final settlement is expected to be published mid-February 2026. Therefore, any changes will be reflected in the final report to Council on 2 March 2026. The proposed budget set out in this report assumes that there will be no further changes.

8.5 As in previous years, the majority of General Fund support announced in the PLGFS is focused on 'Core Spending Power' (CSP) which is a Government measure of the resources available to local authorities to fund service delivery. As outlined in Section 6 above, the components of CSP have changed this year as a result of the Fair Funding Review 2.0 and the Business Rates re-set. It includes the following:

- Fair Funding Allocation, which includes
- Baseline Funding Level (retained Business Rates and top up funding)
- Revenue Support Grant (now increased as more grants rolled in)
- Local Authority Better Care Grant

- Council tax requirement (a calculated notional figure based on national taxbase growth levels and an assumption that all authorities have and will apply the maximum council tax increase).

- Homelessness, Rough Sleeping and Domestic Abuse (which comes with grant conditions)
- Families First Partnership (which comes with grant conditions)
- Grants rolled in to Revenue Support Grant
- Recovery Grant

8.6 Additional funding will be provided via **consolidated grants** which will sit outside the CSP. These, like the Homelessness and Families First Partnership sums within CSP, come with specific grant conditions and includes:

- Public Health – which now incorporates Drug and Alcohol Treatment and Recovery & Improvement Grant (DATRIG); Individual Placement and Support grant (IPSG); Local Stop Smoking Services and Support Grant (LSSSSG) and the Swap to Stop scheme.
- Crisis & Resilience – which incorporates the Household Support Fund and Discretionary Housing Payments.
- Children, Families & Youth Grant (element outside CSP) covering the Holiday Activities and Food grant and Pupil Premium Plus Post-16 grant.

8.7 Table 2 below was published by Government on the 17 December as part of the suite of PLGFS documents. It sets out the Government's assessment of Haringey's provisional Core Spending Power (CSP) for 2026/27 – 2028/29 with current and prior years provided for context.

Table 2 – Illustrative Core Spending Power – London Borough Haringey

Illustrative Core Spending Power of Local Government: - London Borough Haringey	2024-25 £ millions	2025-26 £ millions	2026-27 £ millions	2027-28 £ millions	2028-29 £ millions
Fair Funding Allocation[1]	0.0	0.0	204.1	209.2	214.2
of which: Baseline Funding Level	0.0	0.0	96.8	99.1	101.1
of which: Revenue Support Grant[2]	0.0	0.0	95.2	110.1	113.2
of which: Local Authority Better Care Grant[3]	0.0	0.0	12.1	0.0	0.0
Legacy Funding Assessment	180.7	188.3	0.0	0.0	0.0
of which: Legacy Business Rates[4]	108.5	110.7	0.0	0.0	0.0
of which: Legacy Grant Funding[5]	62.3	65.5	0.0	0.0	0.0
of which: Local Authority Better Care Grant	9.8	12.1	0.0	0.0	0.0
Council tax requirement[6,7]	133.9	141.9	151.8	162.4	173.8
Homelessness, Rough Sleeping and Domestic Abuse[8,9]	6.7	8.7	8.4	8.0	7.2
Families First Partnership[10]	1.7	3.1	5.4	5.4	4.6
Total Transitional Protections[11]	0.0	0.0	0.0	0.0	0.0
of which: 95% income protection	0.0	0.0	0.0	0.0	0.0
of which: 100% income protection	0.0	0.0	0.0	0.0	0.0
of which: Fire and Rescue Real-terms floor	0.0	0.0	0.0	0.0	0.0
Grants rolled in to Revenue Support Grant[12]	6.7	8.2	0.0	0.0	0.0
Recovery Grant	0.0	5.4	5.4	5.4	5.4
Recovery Grant Guarantee[13]	0.0	0.0	0.0	0.0	0.0
Mayoral Capacity Fund	0.0	0.0	0.0	0.0	0.0
Core Spending Power	**329.6**	**355.5**	**375.1**	**390.4**	**405.2**
Core Spending Power year-on-year change (£ millions)		25.8	19.6	15.3	14.8
Core Spending Power year-on-year change (%)		7.8%	5.5%	4.1%	3.8%
Core Spending Power change since 2024 (£ millions)		25.8	45.4	60.7	75.6
Core Spending Power change since 2024 (%)		7.8%	13.8%	18.4%	22.9%
Core Spending Power change since 2025 (%)			5.5%	9.8%	14.0%

n.b *the reference numbers in the table above provide technical notes on how each figure has been derived and is available in the PLGFS publication by Government (CSP_information_main_table_2026-27_to_2028-29_footnote_update.xlsx).*

8.8 It should be noted that the CSP figure includes a notional assessment of the income that Haringey can generate via Council Tax. As this figure is based on national assumptions on collection rates, taxbase growth and annual increases, it does not reflect the reality for the Borough.

8.9 Therefore, to provide a more realistic updates the CSP figures in Table 2 above have been adjusted in Table 3 below to remove any one-off funding in 2025/26 grant allocations and also to show the locally estimated Council Tax income. This suggests that in reality a lower CSP increase for 2026/27 of £15.8m reducing over the three years to £12.8m in 2028/29. Excluding Council Tax income changes, this suggests a real increase in CSP of just £11.8m in 2026/27.

Table 3 – Adjusted Illustrative Core Spending Power – London Borough Haringey

Illustrative Core Spending Power of Local Government:	2024-25 £ millions	2025-26 £ millions	2025-26 Adjusted £ millions	2026-27 £ millions	2027-28 £ millions	2028-29 £ millions
Fair Funding Allocation[1]	0.0	0.0	0.0	204.1	209.2	214.2
of which: Baseline Funding Level	0.0	0.0	0.0	96.8	99.1	101.1
of which: Revenue Support Grant[2]	0.0	0.0	0.0	95.2	110.1	113.2
of which: Local Authority Better Care Grant[3]	0.0	0.0	0.0	12.1	0.0	0.0
Legacy Funding Assessment	180.7	188.3	186.3	0.0	0.0	0.0
of which: Legacy Business Rates[4]	108.5	110.7	111.5	0.0	0.0	0.0
of which: Legacy Grant Funding[5]	62.3	65.5	62.6	0.0	0.0	0.0
of which: Local Authority Better Care Grant	9.8	12.1	12.1	0.0	0.0	0.0
Council tax requirement[6,7]	133.9	141.9	141.9	145.9	154.7	164.1
Homelessness, Rough Sleeping and Domestic Abuse[8,9]	6.7	8.7	8.1	8.4	8.0	7.2
Families First Partnership[10]	1.7	3.1	3.1	5.4	5.4	4.6
Total Transitional Protections[11]	0.0	0.0	0.0	0.0	0.0	0.0
of which: 95% income protection	0.0	0.0	0.0	0.0	0.0	0.0
of which: 100% income protection	0.0	0.0	0.0	0.0	0.0	0.0
of which: Fire and Rescue Real-terms floor	0.0	0.0	0.0	0.0	0.0	0.0
Grants rolled in to Revenue Support Grant[12]	6.7	8.2	8.7	0.0	0.0	0.0
Recovery Grant	0.0	5.4	5.4	5.4	5.4	5.4
Recovery Grant Guarantee[13]	0.0	0.0	0.0	0.0	0.0	0.0
Mayoral Capacity Fund	0.0	0.0	0.0	0.0	0.0	0.0
Core Spending Power	**329.6**	**355.5**	**353.4**	**369.2**	**382.7**	**395.5**
Core Spending Power year-on-year change (£ millions)		25.8	23.7	15.8	13.5	12.8
Core Spending Power year-on-year change (%)		7.8%	7.2%	4.5%	3.7%	3.3%
Core Spending Power change since 2024 (£ millions)		25.8	23.7	39.5	53.0	65.8
Core Spending Power change since 2024 (%)		7.8%	7.2%	12.0%	16.1%	20.0%
Core Spending Power change since 2025 (%)			-0.6%	4.5%	8.3%	11.9%

n.b *the reference numbers in the table above provide technical notes on how each figure has been derived and is available in the PLGFS publication by Government (see link above)*

8.10 Although Government propose that they are striving for funding simplification, the number of grants now rolled into RSG and the consolidation of some other grants into CSP but which come with tight conditions, makes it difficult to clearly articulate the level of real increase in funding.

8.11 For 2026/27 budget planning purposes, a funding increase of £11.8 has been assumed. This is £9.51m increase in un-ringfenced funding compared to 2025/26 with a further £2.3m for the Families First Partnership which is expected to come with specific conditions on how the funding is spent.

8.12 Due to the change in how Government are providing funding, notably rolling in previously service specific grant into RSG, the budget now presented for 2026/27 shows the impact on directorate cash limited budgets of moving previously service related budgets, such as the Social Care grants, into a much larger RSG grant of £95.2m (£27.8m 2025/26). This has the impact of increasing directorate net budgets, now being funded via a much larger corporately held RSG figure. This has no impact on the overall council net budget requirement or the spending power of individual services.

Consolidated Grants and Other Service Specific Grants

8.13 In addition to the Government grants included within the Core Spending Power (CSP) set out in Tables 2 and 3 above, there are a number of other service specific grants, including the 'consolidated grants' which are included in the proposed service budgets for 2026/27. For those grants that have not yet been confirmed, the 2026/27 value has been assumed at the 2025/26 level. In line with the Council's budget principle, any loss of service specific government grant will result in a corresponding reduction in expenditure unless otherwise agreed as part of the annual budget process.

Business Rates

8.14 Business Rates (NNDR) are set nationally. The value of business premises is determined by the Valuation Office and the Government set the multiplier which specifies the pence per pound paid in tax.

8.15 Since its introduction in 2013/14 the Business rates Retention Scheme (BRRS) has been stable, with only changes due to Revaluation (2017 and 2023) and the creation of enhanced local shares. For 2026/27 the scheme will see wide ranging changes, all of which have been preannounced. These relate to both the business rates as a tax and the resources local authorities can expect to receive.

Revaluation 2026

8.16 For 2026/27 (as with 2017/18 and 2023/24) the business rates taxbase has been revalued. Previously, adjustments were made to local authorities top up / tariff amounts to adjust for change in rateable value (RV), with the aim of keeping resources retained by Haringey as stable. Due to the reset occurring at the same time as Revaluation 2026, for 2026/27 no adjustments via top up / tariff amounts will be required however, adjustments will be required in 2027/28 to reflect any differences between provisional and final RVs.

8.17 Furthermore, under the new system, income loss due to successful appeals is being set nationally; previously this was a local estimate. The national allowance has been set at 3.75%. As this is a national figure, there will be winners and losers locally, if appeal losses on the 2026 list are lower (winners) or higher (losers).

New Multipliers

8.18 As previously announced by Government, from 2026/27 there will be five multipliers as follows: -

- Small business Retail, Hospitality & Leisure (RHL) multiplier: 38.2p
- Small business non-domestic rating multiplier: 43.2p
- Standard RHL multiplier: 43.0p
- Standard non-domestic rating multiplier: 48.0p
- High-value non-domestic rating multiplier: 50.8p

8.19 The two new lower multipliers for Retail, Hospitality & Leisure (RHL), to be funded by a new High-Value Multiplier (HVM).

Reform to the Business Rates Retention System (BRRS)

Reset of Baselines

8.20 A full reset of the BRRS will take place for 2026/27. This means authorities NNDR Baseline (target amount) will be set at what is expected to be collected in 2026/27. This should mean for the vast majority of local authorities the resources received will be equal to their baseline need.

8.21 The reset means that £2.38bn of business rates growth (based on 2025/26 NNDR1 returns) that would have been previously retained locally by the individual authorities collecting it, is now added to the national control totals and distributed based on Fair Funding 2.0.

Levy / safety net reform

8.22 For 2026/27 the safety net has been set at 100% guaranteeing authorities the intended level of business rates funding, regardless of actual income billed. The safety net will fall to 97% in 2027/28 and 92.5% in 2028/29.

Business rates reset, revaluation and multiplier reform – overall impact

8.23 Taking into account all of the factors above, the amount of business rates retained by Haringey as part of FFA is £96.8m as shown in Table 1. The impact of these reforms does not change the outcome of how the Fair Funding Review redistributes funding.

8.24 Based on the 2025/26 Haringey collection rates for business rates forecast at period 9 of 93%, a stretch target of 94% collection for 2026/27 is currently assumed.

Business Rates Pooling

8.25 A business rates pool of eight Authorities was created for the 2022/23 financial year involving the City of London, and the London Boroughs of Tower Hamlets, Hackney, Waltham Forest, Enfield, Barnet, Brent and Haringey. This was because of the financial benefit to the eight authorities involved based on the levels of business rate growth in some of the boroughs. This Pool has continued each year since 2022/23 delivering on average a £2m per annum benefit to Haringey.

8.26 As a result of the Business Rates Retention reform and the long awaited reset, modelling for the 2026/27 financial year suggests that there is no benefit in continuing the pool and therefore the eight authority pool has been revoked as of 1 April 2026. This can be revisited in future years if the financial benefits can be demonstrated.

Council Tax

8.27 Income collected through Council Tax is determined by the level of tax and the Council tax base.

8.28 The proposed budget is based on a 4.99% increase in the level of Council Tax (2.99% general increase and 2% Adult Social Care Precept) and is in line with the referendum thresholds published by Government as part of the Provisional Local Government Finance Settlement.

8.29 The overall impact is an average Band D property increase from £1,717.56 to £1,803.26, an increase of £85.70. The average Band C property will increase from £1,526.72 to £1,602.91. Full details are set out in Table 4.

Table 4 – Proposed Council Tax Levels – 2026/27

Band	Haringey 2025/26 Council Tax £	Haringey 2026/27 proposed Council Tax £	Haringey Change £
A	1145.04	1202.18	57.13
B	1335.88	1402.54	66.66
C	1526.72	1602.91	76.19
D	**1717.56**	**1803.26**	**85.70**
E	2099.24	2204.00	104.76
F	2480.92	2604.72	123.80
G	2862.6	3005.45	142.85
H	3435.12	3606.54	171.42

Council Tax Base

8.30 The Council tax base is the number of properties in Bands A to H in the borough but expressed as the number of equivalent band D's. In most areas, Band D is the average but for Haringey, the average remains as Band C. This is a notable point because Government, when calculating Core Spending Power use Band D as the average. The proposed budget assumes an increase in the number of dwellings of 1.4% for 2026/27 based on the latest properties on the ratings list and those forecast for next year. However, in year collection rates for Council tax are tracking well below target thought to be due to residents feeling the on-going squeeze on income. The assumed collection rate for 2026/27 has therefore been reduced to 92.50% (95.75% 2025/26). The assumed Council Tax base calculation for the budget is 80,924 (82,589 2025/26) which has been agreed by the Section 151 Officer under delegated authority.

Council Tax Reduction Scheme

8.31 In 2026/27, the Council will continue to fully fund the local Council Tax reduction (local Council Tax benefit) scheme as the cost of living crisis continues to impact on many households and will protect vulnerable residents on low incomes who might otherwise pay more. Currently just over 24,000 households receive a Council Tax reduction. The total spend on the scheme is expected to be approximately £34.4m.

8.32 The Council has plans to improve the support offer for residents who are at risk of or experiencing financial crisis, including those who are in debt to the council. The financial support team offer support and advice to help improve resident's financial situation. This includes providing timely, empathetic and practical support to help residents increase their income and reduce their debt. A reduction in the number of Council Tax Support claimants will be one

of the ways to track the impact of this service on those with the lowest incomes.

Greater London Authority Precept

8.33 The draft Greater London Authority Band D Council Tax figure for 2026/27 was published on 3rd December as £510.51 a 4% increase or £20.13 (£490.38 in 2025/26). The final 2026/27 precept will be issued after the London Assembly meets on 26 February 2026. Any changes will be reported to Council on 2 March 2026. Full details of the draft rates by Bands A to H are set out in Table 5.

Table 5 – Proposed GLA Council Tax Levels 2026/27

Band	GLA 2025/26 Council Tax £	GLA 2026/27 proposed Council Tax £	Change £
A	326.92	340.34	13.42
B	381.41	397.06	15.65
C	435.89	453.79	17.90
D	490.38	510.51	20.13
E	599.35	623.96	24.61
F	708.33	737.40	29.07
G	817.30	850.85	33.55
H	980.76	1021.02	40.26

8.34 Taking into account both the proposed increase in Haringey Council Tax and GLA increase, a summary is set out in Table 6.

Table 6 – Total Proposed Council Tax Level 2026/27

Band	Haringey 2026/27 proposed Council Tax £	GLA 2026/27 proposed Council Tax £	Total £	% of dwellings in each band
A	1202.18	340.34	1542.52	3%
B	1402.54	397.06	1799.60	11%
C	1602.91	453.79	2056.70	27%
D	**1803.26**	**510.51**	**2313.77**	**26%**
E	2204.00	623.96	2827.96	14%
F	2604.72	737.40	3342.12	8%
G	3005.45	850.85	3856.30	9%
H	3606.54	1021.02	4627.56	2%

8.35 Cabinet is asked to recommend to Council on 2 March 2026, the final council tax and budget figures to enable the council tax resolution to be passed.

Collection Fund

8.36 The Collection fund is a separate account which receives the income collected from Council Tax and Business Rates payers and then makes payments to the Council, GLA and Government.

8.37 The Local Authorities (Funds) (England) Regulations 1992 (as amended) require an annual projection of the balance on 31 March each year. This is because precepting authorities share surpluses / deficits and need to take account of these when setting the budget.

8.38 The projected balance on the collection fund on 31 March 2026 is estimated at £3.234m. The business rates proportion of this is £1.457m and the Council Tax element is £1.777m. The relative share of these attributable to Haringey is £2.349m. Given the volatility of this increasingly significant income stream, this surplus has not been built into the 2026/27 budget, and a decision on its application will be made during the course of the year. It is likely that it will be added to the Collection Fund Smoothing reserve to manage any future deficits.

Fees and Charges

8.39 Income from fees and charges (including rents from commercial and operational estates) is approximately 13.3% of the Council's income. On 9 December 2025, Cabinet approved the fees and charges for 2026/27 which was based on an average of 3.8% increase. The additional income is not forecast to improve the council's net budget however, it will go towards reducing the gap between budgeted and actual income.

Draft Revenue Budget 2026/27 – Expenditure

8.40 The starting position of setting the budget for 2026/27 is the financial position in previous and current financial years.

8.41 Although the 2025/26 budget had been set based on detailed analysis to derive realistic estimates of service demands and the cost of services, the Quarter 2 monitoring position (published on 9 December) estimates an overspend of £23.4m by the year end, of which 72% is driven by adult social care and demand for temporary accommodation. There are also pressures of £2.9m within Children's services and £4.6m within Property related services. A copy of the full report is here 2025/26 Qtr2 Budget Update Report and the pressures in the current year align closely with those forecast to continue into 2026/27.

Spending Pressures 2026/27

8.42 In March 2025, the estimated additional budget required in 2026/27 for service pressures was £46.3m. Based on the current in year position, benchmarking, population trends and inflation forecasts, an additional £45.3m will be required and a further £42.4m for corporate budgets. Table 7 below is a summary of the total pressures required for 2026/27.

Table 7 – Forecast Budget Pressures 2026/27

Directorate	**£'000**
Adult Social Care	19,046
Housing Demand (Temporary Accommodation)	13,854
Children and Young People Services (including Education)	5,648
Environment and Resident Experience	1,624
Culture, Strategy and Engagement	2,302
Finance & Resources	2,798
Corporate Budgets	42,425
Total	**87,697**

Pay and Prices

8.43 **Contract Inflation** – a budget of £1.731m for 2026/27 to fund increases in contract prices (excluding social care and temporary accommodation) has been factored into the budget. This is based on an average inflationary increase of 5.0% on non-social care or housing related contracts. Any increase above this allocation will need to either be absorbed within individual service budgets by identifying alternative reductions or agreed to be funded through the corporate contingency allocation.

8.44 **Pay Award** – The pay award for 2025/26 was agreed at 3.2% and is reflected within the current 2025/26 budgets. Negotiations only commenced in December for 2026/27 and therefore the outcome is unlikely to be known until part way through the next financial year. The proposed budget in this report has set aside £6.1m, equivalent to an average of a 3.5% increase which also covers the on-going impact of the increased employer National Insurance increase. Any increase above this allocation will need to either be absorbed within individual service budgets by identifying alternative reductions or agreed to be funded through the corporate contingency allocation.

Other Corporate Pressures

8.45 **Levies** – The Council contributes to some London wide services (referred to as levies). These are:

- North London Waste Authority (NLWA)
- London Pension Fund Authority (LPFA)
- Lee Valley Regional Park Authority (LVRPA)
- Environment Agency

8.46 In total, £311,000 has been provided for levy increases in this report. Confirmation of final levy figures are not yet known and will be reported to Council on 2 March 2026 along with any required changes to budgets. However, for planning purposes most levy costs, apart from NLWA are forecast to remain broadly in line with the 2025/26 levels across the MTFS period with a 2.5% annual increase assumed.

8.47 The latest NLWA estimated levy for 2026/27 is based on the NLWA meeting papers on 4 December 2025. This indicated a levy of £12.197m, £300,000 less than that forecast last March but still an 8% increase on the 2025/26 figure of £11.274m. It is expected that the NLWA will continue to receive funding from Defra as part of the extended producer responsibly (EPR) scheme although the sum is not certain (£14m 2025/26). Confirmation will be provided at the NLWA budget meeting on 10 February 2026 alongside confirmation of the final 2026/27 borough levy.

8.48 **Banking Costs** – the trend for residents and businesses to utilise card payments to pay bills has meant that the existing budget is no longer sufficient to cover the merchant charges. These costs are variable, but the budget has been increased based on recent trends. The 2026/27 proposed budget includes an additional £332,000 to cover these costs.

8.49 **Capital Financing** –considerable work has been undertaken over the last couple of years to review and reduce the general fund capital programme, particularly that funded by borrowing. The estimated interest and repayment, or minimum revenue provision (MRP), required for the existing programme and any new borrowing for 2026/27 is set out in the 2026/27 TMSS (Appendix 10). This also sets out separately, the additional capital financing costs associated with the Exceptional Financial Support (EFS) estimated as required in the current year and 2026/27.

8.50 The total capital financing costs for 2026/27 are estimated as £71.8m (£55m General Fund capital programme, including EFS and £16.8m lease financing costs). This consists of £45m for the General Fund Capital Programme (£28m interest and £17m MRP); £10m for the EFS requirement (£8m interest and £2m MRP) and lease financing costs of £16.8m. These figures have been built into the budgets now presented and require a significant increase of £17.458m since the last MTFS.

8.51 **Concessionary Fares** – usage numbers continue to increase after a significant dip during COVID and for 2026/27 are estimated to reach 84% of pre-COVID rates. The budget requirement for 2026/27 is £16.2m, which is a 10.70% (£1.567m) increase on 2025/26 (£14.6m). Overall this means an additional £1.46m has been required in 2026/27. The trend beyond 2026/27 is for increasing charges due to fares and 66+ population increases. This has been factored into financial plans for 2027/28 onwards.

8.52 It should be noted that London Councils, who manage the scheme on behalf of all London boroughs are planning to undertake a review of the current scheme particularly the range of modes of transport that users are able to access. The output of this review will be reported in future reports including any resultant financial implications.

8.53 **Corporate Contingency** – the majority of allocated contingency during the current financial year has been one-off and therefore, circa £9.3m contingency budget will remain in 2026/27. However, there are still considerable risks associated with next year's budget, both within and outside the Council's control. Internally these include £23.9m of savings as well as delivery of delayed 2025/26 and prior years savings still felt to be achievable. Externally, there is continued volatility in the wider economy with rising unemployment rates, inflation still tracking above 3% and conflict on the international stage. Therefore, the budget now presented builds in a further contingency of £15.0m, giving a total of circa £25m. Should services operate within agreed budgets in 2026/27 and few or no unexpected issues arise, then this contingency can be used to reduce the reliance on planned EFS in 2026/27.

8.54 The total existing and new budget built into 2026/27 for corporate pressures is summarised in Table 8.

Table 8 – Corporate Budget Pressures 2026/27

Description	**2026/27 £'000s**
Concessionary Fares levy forecast increase	1,461
Forecast Pay Inflation	6,071
Increase in Capital Financing Budget requirement	17,458
Increase in Corporate Contingency	15,000
Levies forecast increase at 2.5%	311
Non Pay Inflation forecast – average of 5%	1,731
Increase in Bank Charges	332
Other minor adjustments	61
TOTAL	**42,425**

Budget Reductions

8.55 The proposed budget for 2026/27 includes £14.9m of previously approved savings for the year and £6.6m of new budget reductions (reduced spend and increased income) along with £1.7m of management actions proposed to drive efficiency in service delivery costs. These are set out within Appendix 2 (a-f) along with the value of previously agreed savings due to be delivered next year.

8.56 Consultation of the new saving proposals took place between 24 November 2025 and 6 January 2026. This included an online public consultation (see Appendix 3 for the feedback from the Public Budget Consultation) and engagement with businesses. These and the whole draft Budget were scrutinised by the scrutiny panels and Overview and Scrutiny Committee (O&S Cttee) during this same period.

8.57 The recommendations from the O&S Committee are summarised in Appendix 4 with responses by Cabinet Members. Cabinet have considered the feedback as well as that received via the budget consultation and, although there are no changes to the budget as a result, the feedback provided has been extremely valuable and will be considered as part of the implementation of the proposals.

8.58 The November draft budget report made clear that given the scale of the already agreed savings programme, totalling £14.9m in 2026/27 and £32.2m across the whole MTFS period, no additional savings would be sought post November. Instead, focus and effort would be directed to ensuring that the agreed programme must be delivered as fully as possible.

8.59 A review of the existing savings in 2025/26 was undertaken ahead of the November report and any items identified as now unachievable or erroneous were written out of 2026/27 budget plans. All remaining savings are deemed as still achievable and are expected to be delivered in full by the end of 2026/27. Close monitoring of progress will take place during the year and reported through the quarterly monitoring process.

8.60 In summary and for completeness, the total savings to be delivered by all Directorates in 2026/27 is set out in Table 9 and detailed within Appendix 2 (a-f).

Table 9 – Total Savings including management actions 2026/27

Directorate	**2026/27 £'000**
Adult Social Care	(4,123)
Housing Demand (Temporary Accommodation)	(3,450)
Children and Young People Services (including Education)	(847)
Environment and Resident Experience	(1,309)
Culture, Strategy and Communities	(384)
Finance & Resources	(1,342)
Corporate Savings	(9,787)
Council Tax Reduction Scheme (CTRS)	(2,000)
Total	**(23,243)**

Balanced Budget 2026/27

8.61 Taking account of the pressures, budget reductions and other corporate adjustments described above, the Council is forecast to need to spend £343.4m on the day to day running of local services from the general fund, protecting the most vulnerable and delivering good quality services to all residents.

Table 10 – Net Spend 2026/27

Directorate	Net Spend £'000
Adult Social Care	140,310
Housing Demand (Temporary Accommodation)	42,861
Children and Young People Services (including Education)	82,636
Environment and Resident Experience	13,412
Culture, Strategy and Communities	18,922
Finance & Resources (including Chief Executive)	34,061
Corporate Budgets	65,975
Government and Other funding sources	(54,813)
Total	**343,364**

8.62 The movements from the 2025/26 agreed budget are summarised in Table 11 and further detail of movements by Directorate are set out in Appendix 2 (a-f). Again, it should be noted that the 2026/27 net budgets reflect the impact of the government's decision to roll a number of previously specific grants into the Revenue Support Grant (RSG).

Table 11 – Analysis of Movements 2025/26 to 2026/27 Budget

Description	£'000
Net Expenditure Budget 2025/26	291,178
Pay and Price Inflation	7,802
Service Pressures (see Table 7)	45,272
Other Corporate Pressures (see Table 8)	34,623
Total Budget Requirement 2026/27	**378,875**
Council Tax income (assumed 4.99% increase)	(145,928)
Other Government Funding and Grants (including Business Rates, RSG)	(191,993)
Offset by removal of Government funding in services	42,545
Other Contributions	(10,071)
Total Funding 2026/27	**(305,446)**
Budget Gap 2026/27	**73,428**
Savings excluding CTRS captured in Council Tax figures above (see Table 9)	(21,243)

Description	£'000
Additional Budget Gap	**52,185**
Ongoing 25/26 EFS Requirement	**37,020**
Total EFS Requirement 2026/27	**89,205**

Exceptional Financial Support (EFS)

8.63 As set out in Table 11, after taking account of known movements compared to the 2025/26 budget, there remains an additional budget gap of £52.2m in 2026/27. With the structural 2025/26 budget gap of £37m, the forecast EFS requirement for 2026/27 totals £89.2m.

8.64 To enable the Council to meet its legal requirements and set a balanced budget for 2026/27, a further application for Exceptional Financial Support (EFS) has been made to the Ministry of Housing, Communities and Local Government. The outcome of the application will not be confirmed until mid February 2026 but the proposed budget in this report has been prepared on the basis of it being agreed. The outcome will be reported to full Council on 2 March 2026.

8.65 The request for EFS is a necessary response to the circumstances and this support is provided through an agreement by Government that the Council can capitalise part of its day to day running costs. In practice this means that the Council has permission to either borrow or use capital receipts from the sale of assets to fund day-to-day expenditure. Haringey's application assumes that the full sum will be met via borrowing and the associated capital financing costs associated with this have been built into the TMSS and the Budget.

8.66 Further details are set out in the Chief Finance Officer's Section 25 Statement (Appendix 11), including the conclusion that this is not a long term sustainable financial strategy, and that work must continue to further identify savings and income opportunities to reduce the reliance on EFS over the medium term and robust plans to be put in place to avoid the need for further EFS from 2027/28 onwards.

9. Risk Management

9.1 The Council has a risk management strategy in place and operates a risk management framework that aids decision making in pursuit of the organisation's strategic objectives, protects the Council's reputation and other assets and is compliant with statutory and regulatory obligations.

9.2 The Council recognises that there will be risks and uncertainties involved in delivering its objectives and priorities, but by managing them and making the most of opportunities it can maximise the potential that the desired outcomes can be delivered within its limited resources more effectively.

9.3 The latest reported Corporate Risk register was considered by the Audit Committee on 29 January 2026 (Audit Committee 29/01/2026). The risks with the highest scores were predominantly financial related e.g. Maintaining and strengthening financial viability/balance across MTFS period including failure to deliver identified savings; non-delivery of transformational change due to lack of corporate change functions. Many with an apparently more service focussed risk will, if they materialise, have financial ramifications.

9.4 There is a need to plan for uncertainty when formulating the budget. This is achieved by focussing on scenario planning which allows the Council to think in advance and identify drivers, review scenarios and define the issues using the most recent data and insight.

9.5 The Council's Section 151 Officer has a statutory responsibility to assess the robustness of the Council's budget and to ensure that the Council has sufficient contingency/reserves to provide against known risks in respect of both expenditure and income. This formal assessment is set out in Appendix 11.

9.6 Financial risks and uncertainties currently known are set out in the following paragraphs.

School Budgets

9.7 Maintained schools are forecasting a deficit at Quarter 2 of £7.3m up from £2.6m at the end of last financial year. Funding allocated through the Schools Block of the Dedicated Schools Grant is driven by pupil numbers based on the annual October census, so even though the unit of funding per pupil increased by 3.93% for Primary Schools and 2.89% for Secondary Schools, Haringey Schools rolls are falling. As a result, the year on year funding will only increase by 0.9% in 2026/27. This small increase will make it increasingly difficult to return all schools to surplus over the next three years. Cost rationalisation is a significant challenge where at least 80% of the costs of operating a school are employee costs.

Government Funding and Legislation

9.8 As set out earlier in this document, the Government undertook a Spending Review and consulted on Fair Funding Review 2.0 and Business Rates reform over the summer. The outcome of this fed into the November Policy statement and recently the PLGFS. As promised last year, the PLGFS has returned to a multi-year settlement albeit future years are subject to some change.

9.9 This is welcomed as is the desire to simplify funding in the sector with less small specific grants. However, the impact of the change to the formulae underpinning funding allocations, the impact of the Business rate reset and transitioning makes a clear like for like comparison with current central funding difficult. This is further complicated by including a 'notional' council

tax in the Core Spending Power (CSP) figures as this does not translate into actual council tax income for the authority.

9.10 Some of the funding within the PLGFS appears to come with conditions which may impact on current budget assumptions.

Inspection and Regulation

9.11 Local Authorities are subject to increasing inspection and regulation, including by Ofsted, CQC and the Regulator of Social Housing as well as additional requirements that have emerged from the Grenfell Inquiry report. Where any implications are known, these are accounted for in the proposed budget in this report but there may be further financial implications which are not yet known.

Economic Conditions

9.12 The Office for Budget Responsibility (OBR) published an update of national economic and fiscal outlook on 26 November 2025.

9.13 The OBR made a specific reference to an increase in local authority borrowing as a key risk to the government's economic and fiscal outlook. Forecasted local authority borrowing has increased by £7bn compared to March reflecting upward revisions in recent outturns and SEND pressures are expected to further increase to at least £14bn.

9.14 Section 6 sets out in more detail the most recent forecasts for inflation, BOE interest rates and unemployment. There remains considerable volatility in this space which poses a risk to current budget assumptions.

9.15 The high cost of living continues to impact residents and which results in more requiring support from the Council, particularly with housing support

Estimate of Pressures for 2026/27

9.16 The proposed budget in this report uses the best-known information for demand and other service pressures in 2026/27 and has been based on the outturn position in 2024/25 and the latest in year monitoring position for 2025/26. There is a risk that the in year monitoring position could worsen when the Quarter 3 forecasts are available at the end of January that will not have been accounted for when setting the budget for 2026/27 and the £87.7m built in for service pressures will not be sufficient.

9.16 All services are considering actions and mitigations that continue to support the needs of the most vulnerable but in a more cost effective way to reduce these future pressures. However, small scale changes in these areas are not going to be sufficient and will require more fundamental changes in how these services are delivered and with a focus on prevention and early intervention which will take time to have an impact. Sufficient pace is needed

to make these changes to protect the financial sustainability of the Council but short term solutions are still needed for the 2026/27 budget to be sustainable.

Identifying and Delivery of Budget Reductions

9.17 The proposed budget assumes that £23.2m of savings (including management actions) will be delivered in 2026/27 and adequate assurance has been provided to build these into the budget, but oversight of delivery will remain an area of focus in 2026/27. The proposed budget has been set assuming that these and previous years undelivered savings will be delivered in full. Monthly monitoring and a new governance process is in place to track delivery of all savings and any identified at risk during the year will need to be mitigated by alternative savings of the same value.

9.18 As noted above, non-delivery of agreed savings and progressing with transformational change are the most significant risks on the Council's corporate risk register therefore this risk cannot be underestimated.

9.19 Despite this level of savings, a budget gap of £89.2m (£37.0m of 2025/26 deficit and £52.2m of 2026/27 deficit) remains for 2026/27 and the Council has applied to Government for exceptional financial support to enable a balanced budget to be set. This is not a long term solution and the council must prioritise reducing the reliance on EFS over the medium term, keeping EFS requirement to a minimum and as a last resort. Therefore, even after the final budget for 2026/27 is agreed by Council on 2 March 2026, work must continue to review all services, particularly statutory services to more fundamentally look at how these can be delivered differently and to prioritise non statutory services to operate within a smaller financial envelope.

Changes in Accounting Practice

9.20 The Dedicated Schools Grant (DSG) currently has a statutory override which allows the Council to separate DSG deficits from local authority reserves. This was due to end in March 2026 however, has been extended for a further 2 years to March 2028. This will allow the government to launch a public engagement campaign to deliver reforms as the Schools White Paper will be released early this year, setting out substantial plans for reform of special educational needs provision (SEND).

9.21 Although the Council is participating in the Safety Valve programme which is delivering well to reduce the spend on the high needs block and is in line with the agreed timetable, at the same time the Council continues to see Increased placement costs and greater complexity of need are driving the increased forecast spend against target than what had been assumed when agreeing the programme with the DfE.

9.22 A reform to the current SEND provision and funding is welcome however, until further detail is shared there remains a financial risk for the council.

Reserves and Contingency

9.23 Risks and uncertainties make planning for next year challenging and any change in the assumptions underpinning the proposed budget in this report could impact on the in-year position.

9.24 Although a prudent approach has been taken to the assumptions, it is important to hold sufficient levels of contingency funding within the budget and have a prudent level of reserves.

Contingency

9.25 During 2025/26, the majority of allocated contingency has been one-off in nature as expected. The unapplied balance in 2025/26 will be used to offset the final overspend and / or call on EFS as a one-off measure leaving circa £9.3m contingency budget which will remain in 2026/27.

9.26 However, there are still considerable risks associated with next year's budget, both within and outside the Council's control Therefore, the budget now presented builds in a further contingency of £15m, giving a total of circa £25m. Should services operate within agreed budgets in 2026/27 and few or no unexpected issues arise, then this contingency can be used to reduce the reliance on planned EFS in 2026/27.

9.27 As in previous years, any use of contingency will be subject to approval by the Section 151 Officer and will be reported quarterly through the finance monitoring report.

Reserves Policy

9.28 Section 25 of the Local Government Act 2023 requires the Chief Financial Officers to report on the robustness of estimates and the adequacy of reserves when setting the budget. This is reported in the Section 25 Statement by the Council's Section 151 Officer in Appendix 11.

9.29 The Section 151 Officer must also be satisfied that the level of General Fund working balances are adequate. The General Fund reserve will be maintained at £15m for 2026/27 which equates to 4.4% of the net budget.

9.30 Similar to contingency, reserves can be used to manage risks and uncertainties as they arise although, apart from the General Fund reserve, they are earmarked for specific purposes.

9.31 The Council's reserves fall into two categories – uncommitted reserves for managing risks and uncertainties and others which are deemed as committed.

9.32 Based on known commitments this year and planned drawdown to offset in year budget overspend, the forecast balance for March 2026 on reserves is £45.9m. This forecast also reflects the detailed analysis of the Grants and

Services reserves undertaken earlier in the year resulting in £1.4m identified as available to use to meet in year budget overspends within Directorates.

9.33 The low level of forecast reserves leaves the Council financially vulnerable and reliant on Exceptional Financial Support (EFS) from government just to balance its budget. This is why, across the medium term a planned replenishment of reserves to a more sustainable level is built in. Replenishment means making an annual contribution to reserves included in the budget agreed in March each year. Given the significant budget gap that remains for 2026/27, any replenishment will commence from the 2027/28 budget and £3m per year has been assumed.

Table 12: Reserves 2025/26 to 2030/31

Reserve	Actual 31 Mar 25	Forecast 31 Mar 26	Forecast 31 Mar 27	Forecast 31 Mar 28	Forecast 31 Mar 29	Forecast 31 Mar 30
	£'000	£'000	£'000	£'000	£'000	£'000
General Fund Reserve	15,169	15,169	15,169	15,169	15,169	15,169
Risks and Uncertainties						
Labour market growth resilience reserve	186	186	0	0	0	0
Strategic Budget Planning reserve	4,024	4,024	4,024	7,024	10,024	13,024
Collection Fund Smoothing reserve	1,231	1,231	1,231	1,231	1,231	1,231
Total Risk and Uncertainties	**5,441**	**5,441**	**5,255**	**8,255**	**11,255**	**14,255**
Contracts and Commitments						
Services reserve	9,358	9,085	9,085	9,085	9,085	9,085
Unspent grants reserve	10,391	4,582	4,582	4,582	4,582	4,582
PFI lifecycle reserve	3,959	3,959	3,959	3,959	3,959	3,959
Debt repayment reserve	1,072	0	0	0	0	0
Insurance reserve	5,510	5,510	5,510	5,510	5,510	5,510
Schools reserve	1,344	1,344	1,344	1,344	1,344	1,344
Public Health Reserve	0	865	865	865	865	865
Total Contracts and Commitments	**31,634**	**25,345**	**25,345**	**25,345**	**25,345**	**25,345**
Grand Total	**52,243**	**45,954**	**45,769**	**48,769**	**51,769**	**54,769**

Labour Market Resilience Reserve

9.34 This reserve is held to contribute towards initiatives to support people into work. The small remaining balance is fully committed.

Budget Planning Reserve

9.35 This reserve is a key tool for managing the impact of financial plans from one year to another. It is used to provide a stable platform for financial planning through the term of the Medium-Term Financial Strategy. In recent years, this reserve has been utilised to address in year overspends and also for enabling a balanced budget to be set. It can also be used to support delivery of agreed savings. The MTFS assumes an annual £3m per annum contribution into

this reserve from 2027/28 to start to re-build resilience in the Council's balance sheet.

Collection Fund Smoothing Reserve

9.36 The Collection Fund reserve is to mitigate unknown risks associated with the Collection Fund (Council Tax and Business Rates) such as cost of living and changes in government policy which can impact on collections and lead to deficits. The funding will be drawn down if required and excludes the collection fund surplus referred to in paragraph 8.38 for which a decision will be made in year.

Services Reserve

9.37 It is Council policy that services may request funds to be carried forward, this is subject to approval by the Cabinet in the year-end financial outturn report. This reserve earmarks those funds to either be carried forward to the following financial year or retained longer term. Detailed work to date has identified £161,000 that can be released at year end to offset 2025/26 overspend and £112,000 of the reserve has also been assumed in the latest 2025/26 forecasts. This review work continues, and an updated forecast will be provided in July as part of the 2025/26 outturn report. From 2026/27, carry forwards will only be retained for a maximum of one year, unless exceptional circumstances are agreed by the Section 151 Officer.

Unspent Grants Reserve

9.38 International Financial Reporting Standards require grants and other income to be recognised in the year received. This reserve holds grant income that has been received but where related expenditure will occur in future years. Detailed analysis undertaken during the year has identified £1.28m where funding is no longer required and this sum will be released at year end to offset 2025/26 overspend. It is also assumed that a further £5.0m will be drawn down before the end of the financial year to meet eligible grant funded expenditure. Any further adjustments will be reported in July as part of the 2025/26 outturn report.

PFI Lifecycle Reserve

9.39 The PFI reserve is ringfenced for using to fund future years' capital investment associated with PFI arrangements. The PFI arrangement ceased during 2025/26. It is forecast that there will be further payments to eligible schools during 2026/27 after which a balance of £3.96m will remain. This will be subject to final review before a decision over its application is proposed and will be considered as part of the 2025/26 outturn position.

Debt Repayment Reserve

9.40 The debt repayment reserve represents funds the Council has set aside for the potential repayment of debt and for funding of future capital expenditure. It is planned to be fully drawn down during 2025/26 to offset in year borrowing costs.

Insurance Reserve

9.41 The Council self-insures a number of risks including liability, property and theft. Insurance claims are volatile in their timings and so the Council maintains a reserve to smooth the charge to the Council's revenue account.

Schools Reserve

9.42 This reserve represents the net balances held by the Council's 61 schools. With increasing numbers of schools facing financial difficulties, it is likely that this balance will reduce across the MTFS period however, at this point it isn't possible to provide any realistic forecasts.

Public Health Reserve

9.43 This reserve was created during 2025/26 to hold any unspent Public Health grant not fully utilised in year which can be accessed in future years to manage any unexpected public health spending required. It was previously held within the Services reserve and at 31 March 2025 had a balance of £485,000 which has now been transferred into the newly created reserve.

General Fund Reserve

9.44 The purpose of the general fund reserve is to manage the impact of emergencies or unexpected events. Without such a reserve, the financial impact of such events could cause a potential financial deficit in the general fund, which would be severely disruptive to the effective operation of the authority.

10. The Medium-Term Financial Position – 2026/27 – 2030/31

10.1 Although a balanced budget is proposed for 2026/27 this has only been possible with the assumption of £89.2m of exceptional financial support from Government. This is £52.2m more than the £37m EFS required for 2025/26 which remains as a structural budget problem.

10.2 Clearly this is not sustainable as the costs of servicing this level of debt takes vital funding away from the services that need it. However, neither is it feasible that the council can identify efficiencies and / or transformation of this magnitude within a year.

10.3 As set out earlier in the report and more particularly in the Section 151 Officer's Section 25 Statement (Appendix 11), the council has implemented a wide range of initiatives and strategies to reduce and / or restrict spending and focus on supporting services to deliver the savings already agreed. Although this is having an impact and is providing greater insight into drivers of spend and highlighting measures to mitigate, the financial values that this is delivering will not in itself deliver significant contribution to reducing the budget gap.

10.4 Although work will start with the new administration on the 2027/28 budget during May, the Corporate Leadership Team and the new Cabinet must

continue to lobby government for realistic solutions to the financial gap which is currently forecast as a cumulative budget gap of £291.7m between 2026/27 and 20230/31. The key drivers of the spending pressures remain the increasing demand for social care and temporary accommodation support with the associated estimated increases in the price of services. Additionally, now, the costs of servicing the EFS is and will become, an ever larger % of the gap.

10.5 The forecast gap is based on the following assumptions:

- Government funding remains in line with the Core Spending Power allocations announced in December 2025 until 2028/29 and then applies a 2% uplift for inflation.
- Service demand and corporate pressures of £408.4m for 2026/27 to 2030/31.
- Pay and price inflation remain at 2.5% per annum.
- Interest rate on borrowing costs is an average of 5% per annum.
- Council Tax base increase of 1% and Council Tax increase of 4.99%.
- Delivery of £44.0m of savings (including management actions) for 2026/27 to 2030/31
- Corporate contingency of £25m per annum up to 2029/30
- Replenishment of the Budget Planning Reserve of £3m from 2027/28 onwards.

Table 13 – Medium Term Financial Position 2026/27 to 2030/31

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Directorate Pressures	45,272	10,259	8,905	9,698	1,230	**75,364**
Corporate Pressures	42,425	54,603	70,976	83,263	81,743	**333,010**
Agreed Savings	(14,909)	(11,457)	(5,866)	0	0	**(32,232)**
New Savings (including management actions)	(8,333)	(1,361)	(1,370)	(740)	0	**(11,804)**
Grant Funding Changes	42,545	(135)	-	-	-	**42,410**
Government & other Funding Changes	(54,813)	(22,376)	(14,249)	(13,994)	(9,605)	**(115,038)**
Total	**52,185**	**29,533**	**58,396**	**78,228**	**73,368**	**291,710**

10.6 An update on the above assumptions and impact of the Finance Recovery programme of work will be provided in the next update of the Medium term Financial Strategy expected to be published in summer 2026.

11 Treasury Management Strategy

11.1 The Treasury Management Strategy Statement (TMSS) for 2026/27 (Appendix 10) sets out the proposed strategy with regard to borrowing and investment of cash balances and the associated monitoring arrangements. It

also includes the Minimum Revenue Provision policy. It was considered by Audit Committee on 29 January 2026 who will recommend it for approval by Full Council on 2 March 2026.

11.2 The Council's Overview and Scrutiny Committee also considered the TMSS on 19 January 2026 as part of the budget scrutiny process and in accordance with the CIPFA Treasury Management Code of Practice.

11.3 The proposed prudential indicators are based on the proposed Capital Programme as set out in Appendix 7. It should be noted that any future decision by the Council to undertake further debt financed capital expenditure outside of the total of the programme, including any changes associated with the Capital Strategy will require a review of the prudential indicators and further approval by full Council.

12 General Fund Capital Programme, Flexible Use of Capital Receipts and Capitalisation Policy

12.1 Despite the constrained financial circumstances that the Council finds itself in, it is continuing to invest in its infrastructure to enhance residents, pupils, and visitors experience of the borough. The 2026/31 Capital Strategy report is published separately on the agenda and sets out in more detail the Council's approach to investment, governance and funding of the capital programme

12.2 As this report is primarily focussed on the Council's General Fund, this section mostly details the General Fund Capital Programme. A separate report setting out the Housing Revenue Account (HRA) Business Plan and the 2026/27 revenue budget and capital programme is published separately on the agenda.

12.3 The Cabinet consulted on changes to the proposed programme as part of the wider budget consultation. These proposals are now included unchanged in the General Fund capital programme set out in Table 14 and Appendix 7. During the consultation period further investment needs were identified; additional funding for demand initiatives in housing where an additional £15m was identified as being needed to reduce demand for temporary accommodation and the inclusion of £489.2m of Exceptional Financial Support (EFS) into the capital programme over the next five years. The Council was successful in bidding for Pride in Place funding of £1.5m and is now included in the capital programme (subject to Cabinet decision on 10 February 2026).

The Council is proposing a new General Fund capital programme for the MTFS period of £949.2m, including £489.2m of EFS. The additions and reductions at a directorate level are set out in Appendix 2, a-f. The table below is a summary of the proposed capital programme by directorate and Table 15 sets out the assumed sources of funding.

Table 14 – Capital Programme 2026/27 to 2029/31

Directorate	2025/26 Q.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
Children's Services	15,064	19,995	14,370	7,933	7,933	2,902	**68,198**
Adults, Housing & Health	9,663	2,377	7,377	7,200	7,200	5,000	**38,817**
Environment & Resident Experience	26,653	42,645	18,848	14,970	13,161	264	**116,540**
Culture, Strategy & Communities	52,244	115,797	86,388	26,987	17,712	400	**299,528**
Finance & Resources	27,652	17,220	12,402	5,583	0	0	**62,858**
Corporate Items	65,437	94,580	100,000	100,000	100,000	100,000	**560,017**
TOTAL GENERAL FUND =	**196,713**	**292,614**	**239,385**	**162,673**	**146,007**	**108,566**	**1,145,957**
Housing Revenue Account (HRA)	341,653	375,895	525,426	459,878	414,968	311,426	**2,429,246**
OVERALL TOTAL =	**538,366**	**668,509**	**764,811**	**622,551**	**560,975**	**419,992**	**3,575,203**

Table 15 – General Fund Capital Programme Funding 2026/27 to 2029/31

Source of Funding	2025/26 Q.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 (£'000) Total
Core Capital Programme Borrowing	162,380	220,470	143,479	125,081	117,691	108,566	**877,667**
Community Infrastructure Levy (CIL)	6,457	1,824	1,824	1,824	1,823	-	**13,750**
Capital Grants from Central Government Departments	17,351	21,957	16,494	7,850	7,231	-	**70,883**
Capital Funding from GLA ,TfL & Other LA's	4,537	7,400	27,168	27,168	18,512	-	**84,785**
Revenue Contribution to Capital Outlay (RCCO)	300	500	4,000	500	500	-	**5,800**
Usable Capital Reserve	2,174	-	-	-	-	-	**2,174**
Land Appropriation	-	-	2,100	-	-	-	**2,100**
Grants & Contribs from Non-departmental Public Bodies	3,097	-	4,071	-	-	-	**7,168**
Developer Contributions (S106 & S278)	417	40,464	40,250	250	250	-	**81,631**
	196,713	**292,614**	**239,385**	**162,673**	**146,007**	**108,566**	**1,145,957**

12.4 Borrowing is only undertaken when required and not until schemes have been through the appropriate governance (including viability and affordability assessments).

12.5 For the General Fund, all the changes have been incorporated into the programme as detailed in Appendix 7 and within Appendix 2 a to f with new or additional resources for existing schemes separately identified.

12.6 Information regarding the revenue implications of prudential borrowing is provided in the Treasury Management Strategy Statement (Appendix 10).

12.7 The total revenue impact of borrowing costs to deliver the Capital Programme in 2026/27, now including the EFS amount required as per this budget report, is forecast to be approximately £55m (£36m external interest payable and £19m minimum revenue provision (MRP). The proposed revenue budget in this report incorporates these costs. Of the £55m, £10m relates to EFS.

Capital Receipts Flexibility

12.8 Since 2019/20, the Council has approved the flexibility to apply capital receipts to fund transformation projects as enabled by the Secretary of State's Direction and outlined in the Government's Statutory Guidance on the flexible use of capital receipts.

12.9 The Statutory Guidance published in April 2022 details that authorities must update their Flexible Use of Capital Receipts Strategy during the given year if their initial plan changes and requires additional capitalisation of expenditure or at least annually. Appendix 8 provides an update on the Capital Receipts Flexibility Strategy for 2025/26 that was agreed by Council in March 2025, and any final use will be determined as part of the year end outturn position reported to Cabinet in July 2026. It also sets out the proposed use of Flexible receipts in 2026/27.

12.10 The current budget assumption is that capital receipts will not fund capital expenditure or debt repayment over the period of the MTFS and instead will be retained for investment into delivering the changes that will be needed across services to reduce costs.

13 HRA Update

13.1 This report is primarily focussed on the Council's General Fund. A separate report setting out the Housing Revenue Account (HRA) Business Plan and the 2026/27 revenue budget and capital programme is elsewhere on the agenda and will be presented Council for approval on 2 March 2026.

14 Dedicated Schools Budget (DSB)

14.1 Schools budgets are substantially funded from the ring-fenced Dedicated Schools Grant (DSG) and Pupil Premium and Grant which are, in effect, passported to schools. Spending must be consistent with the requirements

of the prevailing schools and early years funding regulations. There are requirements for Schools Forum to act as a decision-making and/or a consultative role in determining budget levels for each year.

14.2 The total budget delegated to schools in 2026/27 is £149.8m. School rolls are falling in Haringey, a similar trend to across London and overall, there is a reduction of 770 pupils (-2.4%) which directly impacts on the funding available to individual schools.

14.3 The DSG financial position reported at Quarter 3 of 2025/26 sets out the forecast year-end position of a deficit of £3.22m, which is £1.3m off target as set out in our Safety Valve agreement. The accumulated deficit on the High Needs Block continues to benefit from Safety Valve Funding and as a result, the deficit at March 2025 was reduced to £32.48m. Progress continues to be made though current estimates suggest that there will be an adverse position of £6.3m as at March 2028 compared to the target agreed in the Safety Valve Programme.

14.4 The DSG comprises four separate funding blocks – Schools, Central Services, Early Years and High Needs Block. Table 16 sets out Haringey's Dedicated Schools Grant allocations for 2022/23 and 2023/24, the minimum rebased DSG baseline allocation for 2024/25 and 2025/26 and the National Funding Formula (NFF) allocation for 2026/27 that was published 17 December 2025.

Table 16 Haringey's Dedicated Schools Grant Allocation

DSG Block Allocations	Schools Block £m	High Needs Block £m	Central Schools Services Block £m	Early Years Block £m	Total DSG Allocation £m	Recoupment £m	Total DSG Received by Haringey £m	Outside Grants Rolled into Schools Block £m
2022/23	212.52	52.21	2.79	20.25	287.77	-79.11	208.66	0.00
2023/24	219.47	56.79	2.71	21.22	300.19	-84.78	215.41	5.78
2024/25	225.78	58.12	2.63	31.40	317.93	-83.70	234.23	7.12
2025/26	235.64	62.03	2.70	39.52	339.89	-86.85	253.04	15.56
2026/27	238.51	65.57	2.68	45.89	352.65	-88.72	263.93	6.76
Recoupment for 2026/27 is based on adjustment for academies within Haringey								**35.22**
The unit of funding within the schools block has increase by 3.93% for Primary Schools and 2.89% for Secondary Schools but due to falling school rolls the increase to Haringey before recoupment is 1.22%								
Early Years block is full year funding whereas the 2025/26 covered 9 months of additional funding for eligible children aged 9 months to 2 years old								
The High Needs Block is subject to reduction for directly funded placements of £2.37m, the net increase is 5.52% as a result								
Teachers' pay and pensions grants (TPAG and TPECG) as well as core school budget grant (CSBG) for 2024/25 have been rolled into the schools block								

14.5 Overall, Haringey's allocation for 2026/27 is an increase of 4.3%. This is based on the December 2025 published allocations and is likely to change during the year due to Early Years Block indicative allocation based upon 2025/26 census and in year recoupment. Recoupment refers to sums within the Haringey NFF due to academies schools within the borough. The actual financial position for the Dedicated Schools Grant is dependent on the final school's finance settlement for 2026/27 and updated Early Years Block census which is usually published in July 2026.

14.6 Schools Block – an uplift of 0.90% equivalent to £1.3m for maintained schools. The balance of £1.57m is paid over to academies via recoupment. Unit funding has been increased by 3.93% and 2.89% year on year for Primary and Secondary Schools respectively, includes rolling in teachers' pay award and pension changes but falling school rolls has had an offsetting impact.

14.7 Central School Services Block - the Central Services Block is made up of two separate funding streams, one for ongoing responsibilities for the local authority and the second for historic commitments. Haringey have no historic commitments. The unit of funding was increased by 1.38% but due to falling school rolls there was a net reduction of 0.79%, or £21,000.

14.8 Early Years Block - this provides funding to enable children access to free childcare. Funding is estimated to increase by 16.1% in 2026/27, the equivalent to £6.37m (based on the January 2025 census) and reflects the full year entitlement to 30 hours free childcare for eligible parents with children aged 2 and under.

14.9 High Needs Block – this provides funding for children with Education Health and Social Care Plans, where numbers have been steadily increasing since the system was reformed in 2015 with the Children and Families Act extending to age 25 and Statements of SEN being replaced with EHCPs. The number of children currently with an EHCP is 3,004 compared to 2,813 in 2023 when the Safety Value Programme commenced. Government has recognised this pressure, and the 2026/27 allocations represent an increase of 5.52% equivalent to £3.3m, after accounting for directly funded placements which has adjusted the original 2025/26 allocation. It should be noted that the funding allocation methodology for 2026/27 has been suspended and allocations to individual councils is based on 2025/26 allocation plus adjustments for pay awards and national insurance contribution changes. However, this remains a long way short of the funding required and it is the deficit position on the High Needs Block that is driving the overall deficit position on the DSG.

14.10 The Haringey Schools Forum noted the DSG funding allocations at their 15 January 2026 meeting and approved the consultation outcome on the formula to distribute the schools block for devolved school budgets subject to approval by the Department for Education (DfE).

Dedicated Schools Grant (DSG) Reserves

14.11 The forecast DSG closing balance at 31 March 2026 is a deficit of £9.74m set out in Table 17 below. This includes the High Needs Block which even including the in-year Safety Valve funding of £2.99m is forecasting a cumulative deficit of £11.56m by 31 March 2026 (see Table 17).

Table 17 - 2025/26 Year End DSG reserves forecast

DSG Blocks	Opening DSG balance at 01/04/2025	Q3 2025/26 Forecast	Safety Valve Funding	Forecast closing DSG Balance 31/03/2026
	£m	£m	£m	£m
Schol Block	0.00	0.00	0.00	0.00
Central School Services Block	0.00	0.00	0.00	0.00
Early Years Block	1.82	0.00	0.00	1.82
High Needs Block	(11.33)	(3.22)	2.99	(11.56)
Total DSG	**(9.51)**	**(3.22)**	**2.99**	**(9.74)**

Safety Valve Programme

14.12 After the successful bid to join the Safety Vale Programme approved by DfE in March 2023. The Safety Valve Plan is forecasting a cumulative deficit position of £6.3m by March 2028. In the current year, the reported pressure of £3.22m has been reported at Quarter 3, which is £1.3m off target as set of in the Safety Valve agreement with government.

14.13 A successful progress in line with the DSG Management Plan would result in funding being released by DfE to support the reduction in the deficit as set out in Table 18.

Table 18 – Planned funding associated with the Safety Valve Programme

Year	£m
2022-23	11.96
2023-24	2.99
2024-25	2.99
2025-26	2.99
2026-27	2.99
2027-28	5.98

16 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

16.1 The Council's draft Budget aligns to and provides the financial means to support the delivery of the Corporate Delivery Plan outcomes.

17 Carbon and Climate Change

17.1 There are no direct carbon and climate change implications arising from the report.

18 Statutory Officers comments (Section 151 Officer, Head of Procurement, Director of Legal and Governance, Equalities)

18.1 The financial planning process ensures that the Council's finances align to the delivery of the Council's priorities as set out in the Borough Vision and Corporate Delivery Plan. In addition, it is consistent with proper arrangements for the management of the Council's financial affairs and its obligation under section 151 of the Local Government Act 1972.

18.2 Ensuring the robustness of the Council's 2026/27 budget and its MTFS 2026/27 – 2030/31 is a key function for the Council's Section 151 Officer (CFO). This includes ensuring that the budget proposals are realistic and deliverable. As the MTFS report is primarily financial in its nature, comments of the Chief Financial Officer are contained throughout the report.

18.3 The formal Section 151 Officer assessment of the robustness of the council's budget is set out in Appendix 11.

Procurement

18.4 Strategic Procurement have been consulted in the preparation of this report and will continue to work with services to enable cost reductions. Strategic Procurement notes the recommendations in section 3 of this report do not require a procurement related decision nor pose any procurement risks that prevent Cabinet from agreeing them.

Director of Legal & Governance

18.5 The Director of Legal & Governance (Monitoring Officer) has been consulted in the preparation of this report and makes the following comments.

18.6 In accordance with section 67 of the Local Government Finance Act 1992 (the '1992 Act'), the functions of agreeing the budget and the calculation of Council tax are to be discharged by the Full Council.

18.7 The Local Authorities (Standing Orders) (England) (Regulations) 2001 and the Budget and Policy Framework Procedure Rules at Part 4 Section E of the Constitution, set out the process that must be followed when the Council sets its budget. Accordingly, it is for the Cabinet to approve the proposals and submit the same to the Full Council for adoption in order to set the budget. However, the setting of rents and service charges for Council properties is an Executive function to be determined by the Cabinet.

Fiduciary Duty to Ratepayers

18.8 Member's fiduciary duty (i.e. legal duty as trustee of the public purse) is a material consideration to reflect upon. In making its decisions, the Council must act rationally and reasonably and should balance the nature, quality and level of services which it considers should be provided against the costs of providing those services.

Consultation

18.9 Under section 65 of the 1992 Act, the Council is under a duty to consult persons or bodies appearing to it to be representative of persons subject to non-domestic rates as regards hereditaments situated in the area of Haringey. In addition to businesses, the Council has consulted local residents. The outcome of that consultation is contained in Appendix 3 to this report. In making its decisions, the Council must conscientiously take into account the consultation responses. It should also be noted that the consultation was in the context of the budget proposals and not necessarily on the specifics of whatever decisions may be implied by the adoption of the budget.

Savings Proposals

18.10 The report proposes new savings proposals for the financial year 2026/27 Depending on the nature of each proposal, the council may be required to take further steps prior to determining whether, how and when to implement those proposals. In addition, prior to considering implementing savings proposals, further steps may include e.g. carrying out further statutory consultation exercises, complying with requirements contained in legislation or guidance and carrying out full equalities impact assessments where appropriate so as to ensure that the Council complies with the public sector equality duty.

Public Sector Equality Duty

18.11 The Council must ensure that it has due regard to its public sector equality duty under section 149 of the Equality Act 2010 in considering whether to adopt the recommendations set out in this report. A full equalities impact assessment has been carried out and is contained in Appendix 5 of this report.

Flexible Use of Capital Receipts

18.12 The report recommends that Cabinet propose approval to Full Council on the strategy as regards to the proposed flexible use of capital receipts (Appendix 8 Annex 2 to this report). The Local Government Act 2003, section 15(1) requires a local authority "… to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify …". Guidance on the use of capital receipts flexibility has been issued under section 15(1) of the Act and the Council is therefore required to have regard to it (c.f. Guidance on the flexible use of capital receipts (updated August 2022) - GOV.UK (www.gov.uk)).

18.13 Among other things, the Guidance notes that - Two codes of practice issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) contain guidance on capital receipts and local authority accounting that complement the Department for Levelling Up, Housing and Communities (DLUHC) guidance. These publications are:

- The Prudential Code for Capital Finance in Local Authorities
- The Code of Practice on Local Authority Accounting Local authorities are required to have regard to the current edition of The Prudential Code for Capital Finance in Local Authorities by regulation 2 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 and to the

Local Authority Accounting Code as proper practices for preparing accounts under section 21(2) of the Act.

Conclusion

18.14 In view of the conclusion reached by the Corporate Director of Finance and Resources (Section 151 Officer) above on the ability to set a balanced budget for 2026/27 and the Equalities comments there is no reason why Cabinet cannot agree the recommendations.

Equality

18.15 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

18.16 The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

18.17 An EQIA for this Budget/MTFS has been produced in full and is appended to this report (Appendix 5) which summarises potential impacts on the protected characteristics. Where indicated, individual EQIAs will be developed for each proposal, if approved.

18.18 The impact of the budget proposals on equalities should be seen within the context of residents' lives in Haringey. Longstanding inequalities persist in Haringey as they do nationally and globally. In recent years global events, like the COVID-19 pandemic, international conflict, geopolitical turmoil, inflation leading to cost-of-living pressures, and climate change have and continue to impact on people living in the borough, both directly and indirectly. Such complex challenges can drive ongoing health and economic inequalities, as well as negatively impact community cohesion and individual flourishing and wellbeing.

18.19 The primary equality challenge facing many Haringey residents in the last year continues to be the ongoing impact of the increased cost of living. It is recognised that these economic pressures which are experienced by individuals, households, businesses and public sector organisations can compound socio-economic disadvantage, a Haringey Council adopted protected characteristic. Furthermore, the impacts of such disadvantage frequently intersect with a range of other protected characteristics including disabled people, young people, and Black, Asian and minority ethnic residents who are more likely to live in the borough's more deprived wards.

18.20 The proposals in this budget have been developed against a backdrop of budget pressures for councils across the country. These are largely driven by the rising costs of adult and children's social care and the demand for temporary accommodation.

18.21 In this budget there is a 2.99% increase in Council Tax and a 2% increase in ASC Precept for 2026/27. The Council Tax Reduction Scheme will provide financial assistance with Council Tax bills for residents who are on a low income or less able to pay. A new Tackling Inequality service will be established to bring together and strengthen existing work in this area, to provide timely, empathetic and practical support to help residents increase their income and reduce their debt.

18.22 The council recognises that it continues to be a challenging time for our residents, businesses and communities. The proposed budget has been developed in this context, seeking to achieve the best possible outcomes within the limited resources available.

18.23 In this Budget/MTFS the council has sought to promote equality by:

- Continuing to meet the increased cost pressures in adult social care, children's social care and temporary accommodation caused by inflation thus ensuring the delivery of support to the most vulnerable residents whilst meeting statutory obligations
- Reviewing a range of services in adult social care, housing and communities to deliver value for money and positive outcomes for residents
- Identifying and implementing a range of back office/management savings which in turn helps to protect frontline services for residents that need them most

18.24 The EQIA appended to this report provides a line-by-line equalities analysis of policy proposals in this Budget/MTFS and should be consulted for further detail.

18.25 In summary, there is no evidence that the proposed 2026-2027 Budget could cumulatively create disproportionately negative impacts on any groups sharing protected characteristics. However, those proposals and programmes that have a geographical aspect to their implementation e.g. tree planting schemes and Clean Air School Zones should consider programme design and implementation that seek to tackle the range of inequalities most particularly faced by residents in neighbourhoods experiencing multiple factors of deprivation.

19 Use of Appendices

Appendix 1	Summary of Final Revenue Budget 2026/27 Budget and Medium Term Financial Plan 2026-2031
Appendix 2	Service Budgets 2026/27 and Analysis of Movements 2025/26 to 2026/27 (a to f)
Appendix 3	Feedback from Public Budget Consultation and Engagement.
Appendix 4	Final Report from Overview and Scrutiny Committee and Cabinet Member responses
Appendix 5	Cumulative Equality Impact Assessment for 2026/27 Budget.
Appendix 6	Council Taxbase Report 2026/27
Appendix 7	Capital Programme 2026-2031
Appendix 8	Flexible Use of Capital Receipts Policy 2026/27
Appendix 9	Capitalisation Policy
Appendix 10	Treasury Management Strategy Statement (TMSS) including Annex C setting out the Minimum Revenue Provision (MRP) Policy 2026/27
Appendix 11	Section 25 Statement

20 Background papers

1. Full Council: 2025/26 Budget & 2025/26-2030 MTFS report https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=143&MId=10855&Ver=4 Item 13

2. Cabinet: Draft 2026/2 Budget and 2026-2031 Medium Term Financial Strategy Report Agenda for Cabinet on Tuesday, 11th November, 2025, 6.30 pm | Haringey Council Item 319

3. Cabinet: 2025/26 Quarter 2 Finance Update Report:- https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=118&MId=11161&Ver=4 Item 341

4. 2026/27 Provisional Local Government Finance Settlement https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-2026-2027-to-2028-29

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Appendix 1 - Summary of General Fund Revenue 2026/27 Budget and Medium Term Financial Plan 2030-2031

	2025/26	Movement	2026/27	Movement	2027/28	Movement	2028/29	Movement	2029/30	Movement	2030/31
	Plan		Projected		Projected		Projected		Projected		Projected
Directorate	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Adults, Housing and Health	123,676	59,495	183,171	4,876	188,047	6,293	194,340	7,430	201,770	0	201,770
Children's Services	69,458	13,178	82,636	1,307	83,943	1,424	85,367	1,680	87,047	0	87,047
Culture, Strategy and Communities	17,004	1,918	18,922	(1,270)	17,652	(27)	17,625	98	17,723	1,230	18,953
Environment & Resident Experience	13,098	315	13,412	(781)	12,631	(3,136)	9,495	(250)	9,245	0	9,245
Finance & Resources (inc Chief Executive)	32,605	1,456	34,061	(3,260)	30,801	(2,885)	27,916	0	27,916	0	27,916
Corporate Budgets	35,337	32,638	67,975	51,038	119,012	70,976	189,988	83,263	273,252	81,743	354,995
Total Net Expenditure	**291,178**	**108,999**	**400,177**	**51,909**	**452,086**	**72,646**	**524,732**	**92,221**	**616,953**	**82,973**	**699,926**
Funding											
Council Tax	(141,850)	(4,078)	(145,928)	(8,812)	(154,741)	(9,347)	(164,087)	(9,909)	(173,996)	(5,235)	(179,231)
Revenue Support Grant	(27,858)	(67,296)	(95,155)	(14,971)	(110,125)	(3,054)	(113,180)	(2,264)	(115,443)	(2,309)	(117,752)
Business Rates Top-Up Funding	(62,613)	601	(62,011)	(1,559)	(63,570)	(1,323)	(64,893)	(1,298)	(66,191)	(1,324)	(67,515)
Business Rates Retained Income	(20,921)	(13,906)	(34,827)	(663)	(35,490)	(675)	(36,165)	(723)	(36,888)	(738)	(37,626)
Business Rates Section 31	(26,013)	26,013	0	0	0	0	0	0	0	0	0
Business Rates - 8 Authority Pool	(2,000)	2,000	0	0	0	0	0	0	0	0	0
Total (Main Funding)	**(281,255)**	**(56,666)**	**(337,921)**	**(26,005)**	**(363,926)**	**(14,399)**	**(378,325)**	**(14,194)**	**(392,519)**	**(9,605)**	**(402,124)**
New Homes Bonus	(309)	309	(0)	0	(0)	0	(0)	0	(0)	0	(0)
Other External Grants	(9,614)	(456)	(10,070)	3,628	(6,442)	150	(6,292)	200	(6,092)	0	(6,092)
Total (Core/Other External Grants)	**(9,923)**	**(148)**	**(10,070)**	**3,628**	**(6,442)**	**150**	**(6,292)**	**200**	**(6,092)**	**-**	**(6,092)**
Total Funding	**(291,178)**	**(56,814)**	**(347,991)**	**(22,376)**	**(370,368)**	**(14,249)**	**(384,617)**	**(13,994)**	**(398,611)**	**(9,605)**	**(408,216)**
Revised Budget Gap	**(0)**	**(52,186)**	**(52,186)**	**(29,533)**	**(81,718)**	**(58,396)**	**(140,115)**	**(78,228)**	**(218,342)**	**(73,368)**	**(291,710)**

Forecast EFS Requirement to balance the budget

Revised Budget Gap	**(0)**	**(52,186)**	**(52,186)**	**(29,533)**	**(81,718)**	**(58,396)**	**(140,115)**	**(78,228)**	**(218,342)**	**(73,368)**	**(291,710)**
Ongoing 25/26 EFS Requirement	**(37,020)**	**-**	**(37,020)**	**-**	**(37,020)**	**-**	**(37,020)**	**-**	**(37,020)**	**-**	**(37,020)**
Forecast EFS requirement/Budget Gap	**(37,020)**	**(52,186)**	**(89,206)**	**(29,533)**	**(118,738)**	**(58,396)**	**(177,135)**	**(78,228)**	**(255,362)**	**(73,368)**	**(328,730)**

N.B. For 2026/27 Government have rolled £42.8m previously service-related grants into RSG. This has no impact for overall resources but shows increased net Directorate budgets offset by the increased RSG in the funding line.

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Appendix 2 (a)
Adults Housing and Health Directorate

Adults Housing and Health Directorate

Adults Social Care

1.1. We support older people, disabled adults, and those with mental health needs to live independently and with dignity. In 2026/27, we plan to spend £159m on care and support, funded by, contributions from individuals of around £13m, and shared funding of £17m with local health partners.

1.2. The £159m includes an additional £19m to meet rising demand and inflation. We expect to provide long-term care for around 2170 older adults and 2030 younger adults by March 2027, reflecting the borough's ageing population and growing health needs.

1.3. We are committed to strengthening and improving our services around residents' needs, ensuring high-quality care and support while building financial resilience for the future. This means delivering personalised care plans through meaningful engagement with individuals and families, promoting independence and choice, and ensuring people have access to advice and guidance, including signposting to community-based support where this best meets their needs. We will commission services in a way that is both cost-effective and sustainable, ensuring value for money while maintaining high quality. At the same time, we will continue to strengthen partnerships with health services to integrate care and improve outcomes for residents.

Directorate Proposed Budgets 2026/27 to 2030/31

1.4. The estimated additional budget requirement for the Adult and Social Services Directorate in 2026/27 is £42.5m as presented in the table below. Details of the proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £59.1m. Due to the introduction of the fair funding and a change in the way grant funding is received by the council, a number of what is described legacy grants will disappear in 2026/27, these include the Social Care Grant and Market Sustainability and Improvement Fund, instead they will be incorporated into the Revenue Support Grant. As a result, £27.6m of grant funding will be removed from the Adult Social Care budget and held corporately but leave the expenditure unchanged except from the proposed change below.

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	97,782	140,305	145,158	149,963	156,883	**690,092**
Previously Approved Budget Pressures	8,446	7,210	7,200	6,920	0	**29,776**
Previously Approved Budget Savings	(2,856)	(1,689)	(1,920)	0	0	**(6,465)**
New Pressures	10,600	0	0	0	0	**10,600**
New Savings	(909)	0	0	0	0	**(909)**

New Management Actions	(358)	(668)	(475)	0	0	**(1,501)**
Government & Other Funding Changes	27,605	0	0	0	0	**27,605**
Total Proposed Changes	**42,528**	**4,853**	**4,805**	**6,920**	**0**	**59,106**
Proposed Revised Budget	**140,310**	**145,158**	**149,963**	**156,883**	**156,883**	**749,216**
**** Based on Draft Budgets***						

1.5. The current assumption is that all the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full.

2026/27 Budget Pressures

1.6. £40.4m of budget pressures have been identified across 2026/27 to 2030/31, £19m identified in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	ASC - increased support needs due to increase acuity or complexity of support needs	930	7,210	7,200	6,920		**22,260**
Previously Approved	Cost of Corporate debt team to recover Client Contribution arrears	(250)					**(250)**
Previously Approved	Substitution of resettlement funding (partnerships and communities	416					**416**
Previously Approved	ASC Care Purchasing Budgets - Growth from Demographic Pressures, Inflation and COVID Legacy	2,821					**2,821**
Previously Approved	ASC/CSC Growth assumptions	4,529					**4,529**
New Proposal	Placement demand pressures + inflation assumed at 4%	7,000					**7,000**
New Proposal	Adult Social Care Staffing cost pressure	3,600					**3,600**
Overall Total		**19,046**	**7,210**	**7,200**	**6,920**		**40,376**

1.7. Demand for Adult Social Care services has been modelled for both younger adults and older adults across all support types based on current year expenditure, reflecting historical trends and future population and demographic changes. The additional pressure for 2026/27 reflects agreed assumptions on the best estimate for future numbers who require a care package, reflecting increasing frailty, multiple long-term conditions and complexity. The modelling also considers a broad inflation factor to reflect the need to maintain and develop the local care market ensuring that care staff employed by care organisations are paid care are paid appropriately. As a result, a further £7m is required over and above the £8.28m previously approved to meet forecast demand and costs of care placements in 2026/27.

1.8. Adjustments are made to reflect the time limited, two-year funding, to support the improvement of debt arising from contributions towards care to remove £250,000 and reverse the one-off drawdown of £416,000 from resettlement.

1.9. Adult Social Care (ASC) in Haringey is managing a £3.6 million staffing cost pressure, driven by rising demand and increasingly complex care needs, particularly among older and younger adults. Mitigation efforts include strategic vacancy management, recruitment delays in non-frontline roles, and optimising funding streams, while future plans focus on redesigning the operating model, enhancing digital triage, and ensuring the right workforce mix. Without securing this funding, adult social care risks breaching its statutory duties under the Care Act 2014, which could lead to growing backlogs in assessments and reviews, impacting vulnerable residents.

2026/27 Budget Savings

1.10. £7.4m of budget savings will be delivered across 2026/27 to 2030/31with £3.8m identified in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Connected Care Outsourcing	(879)	(35)				**(914)**
Previously Approved	Day Opportunities – Commissioning Review - To undertake a commissioning review of the	(100)	(300)	(450)			**(850)**
Previously Approved	Developing a Community Support model	(550)	(250)	(250)			**(1,050)**
Previously Approved	Reversal of Resettlement funding	300					**300**
Previously Approved	Review of Reablement model	(250)					**(250)**
Previously Approved	Review of the Supported Living contract	(600)					**(600)**

Previously Approved	Housing Related Support and Support Accommodation Commissioning efficiencies and the rationalisation of pathways for housing related supported and supported accommodation. As we move through the commissioning lifecycle there is an opportunity to consolidate contracts and service provision leading to contract savings. This proposal assumes savings of 10-15% applied as		(380)				**(380)**
Previously Approved	Transitions	(777)	(724)	(1,220)			**(2,721)**
New Proposal	Review of Adult Social Care Charging Policy and strengthening financial assessment	(909)	-				**(909)**
Overall Total		**(3,765)**	**(1,689)**	**(1,920)**			**(7,374)**

Government and Other Funding Changes

1.11. £27.6m of government and other funding changes are identified in 2026/27 and summarised in the table below.

Description	**2026/27 (£'000)**	**2027/28 (£'000)**	**2028/29 (£'000)**	**2029/30 (£'000)**	**2030/31 (£'000)**	**Total (£'000)**
Removal of previous Grant income now rolled into Revenue Support Grant through the Fairer Funding Assessment	27,605					27,605
Overall Total	**27,605**					**27,605**

Adults Housing Demand (including Temporary Accommodation)

1.12. Housing Demand provides temporary and emergency accommodation for households who are homeless or at risk of homelessness. In 2026/27 we expect the numbers in temporary accommodation to remain the same but anticipate an increase in costs of around 19% compared to last year.

1.13. The biggest pressure on the budget is the rising cost of temporary accommodation and market conditions, and limited supply mean prices are increasing faster than inflation. To meet these challenges, an additional £9.9m is required next year.

1.14. Our approach focuses on both meeting immediate need and reducing long-term reliance on temporary housing. Key actions including continuing to deliver our housebuilding programme, purchasing additional properties for use as move on from temporary accommodation, ensuring we are achieving best value on nightly paid accommodation and improving our turnaround times for voids. We will also ensure that we only use bed and breakfast accommodation for families in exceptional circumstances, this follows significant progress in 2025 where we reduced the use of bed and breakfast accommodation for families by 83% reduction.

1.15. While these initiatives will help contain costs, market volatility remains a risk, and we will continue to develop innovative solutions to support residents sustainably including exploring funding affordable housing through long-term institutional finance.

Proposed Budgets 2026/27 to 2030/31

1.16. The estimated additional budget requirement for Housing Demand in 2026/27 is £17.0m as presented in the table below. Details of the proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £19.0m.

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**25,894**	**42,861**	**42,884**	**44,372**	**44,882**	**200,894**
Previously Approved Budget Pressures	3,000	2,000	2,000	1,000	0	**8,000**
Previously Approved Budget Savings	(2,600)	(1,300)	0	0	0	**(3,900)**
New Pressures	10,854	0	0	0	0	**10,854**
New Savings	(850)	(542)	(512)	(490)	0	**(2,394)**

Government & Other Funding Changes	6,563	(135)	0	0	0	**6,428**
Total Proposed Changes	**16,967**	**23**	**1,488**	**510**	**0**	**18,989**
Proposed Revised Budget	**42,861**	**42,884**	**44,372**	**44,882**	**44,882**	**219,882**
**** Based on Draft Budgets***						

1.17. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full.

2026/27 Budget Pressures

1.18. £18.9m of proposed budget pressures have been identified across 2026/27 to 2030/31, £13.9m identified in 2026/27 and summarised in the table below.

Categories	**Description**	**2026/27 (£'000)**	**2027/28 (£'000)**	**2028/29 (£'000)**	**2029/30 (£'000)**	**2030/31 (£'000)**	**Total (£'000)**
Previously Approved	Temporary Accommodation Costs Pressure continuation	3,000	2,000	2,000	1,000		8,000
New Proposal	Housing Demand (demand and price pressure)	9,902					9,902
New Proposal – Invest to Save	Invest to Save - Incentive payments to increase and retain PSL stock for use as Temporary Accommodation	952					952
Overall Total		**13,854**	**2,000**	**2,000**	**1,000**		**18,854**

1.19. The Council is facing rising Temporary Accommodation (TA) costs of £8.5m, driven by an 18–19% annual increase in Nightly Paid Accommodation (NPA) spend, reduced availability of Private Sector Leased (PSL) and council-owned properties, and market pressures that have led to landlords to withdraw properties. Additional budget pressures include a £262,000 overspend on legal recharges due to reliance on external services, and an increased Bad Debt Provision aligned with ambitious rent collection targets following recent rent increases.

1.20. Invest to Save- The Council has experienced a steady decline in Private Sector Leasing (PSL) properties for Temporary Accommodation due to rising market rents and increased competition from other boroughs. To address this, a proposed landlord incentive scheme aims to retain and grow PSL stock, reducing reliance on costly nightly paid and B&B accommodation. While this would result in a short-term increase in expenditure in 2026/27, it is projected to deliver significant cost avoidance in future years, forming part of a broader PSL Retention Strategy. £1.0m of investment is required to provide proposed reductions of £2.1m across 2026/27 to 2030/31 as summarised in the table below

Government and Other Funding Changes

1.21. £6.6m of government and other funding changes are identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Removal of previous grant income now rolled into Revenue Support Grant through the Fairer Funding Assessment	6,698					**6,698**
Change in funding for Voluntary Sector Grant – Contribution from Reserve	(135)	(135)				**(270)**
Overall Total	**6,563**	**(135)**	**0**	**0**	**0**	**6,428**

2026/27 Budget Savings

1.22. £6.3m of budget savings will be delivered across 2026/27 to 2030/31, £3.5m identified in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	More Cost-Effective Sources of Temporary Accommodation - The delivery of this saving is through the combination of a number of initiatives to reduce the overall cost of homes secured for temporary accommodation and to increase the	(2,600)	(1,300)				**(3,900)**

	amount of Local Housing Allowance recouped by the Council. Key initiatives to reduce our reliance on expensive nightly-paid accommodation include entering into longer term leases for properties; delivering a housing acquisition programme of 250 homes per annum and modernising the Council's rent setting policy for TA to ensure the Council is maximising the amount that it is legally entitled to recouped within housing benefit rules.						
Previously Approved	Housing Related Support and Support Accommodation Commissioning efficiencies and the rationalisation of pathways for housing related supported and supported accommodation. As we move through the commissioning lifecycle there is an opportunity to consolidate contracts and service provision leading to contract savings. This proposal assumes savings of 10-15% applied as contracts are re-procured		(380)				**(380)**
New Proposal	"Reduction in contract in Floating Support Contract	(257)					**(257)**
New Invest to Save Proposal	Savings on the incentive payments to increase and retain PSL stock for use as Temporary Accommodation	(593)	(542)	(512)	(490)	0	**(2,137)**
Overall Total		**(3,450)**	**(1,842)**	**(512)**	**(490)**	**0**	**(6,294)**

2026/27 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

1.23. Following consultation, new or deleted schemes compared to the Capital Programme that was last agreed in March 2025 are noted in the table below.

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
ADDITIONS / NEW SCHEMES								
Adults, Housing & Health	226	Initiatives under Housing Demand Programme - acquisitions		5,000	5,000	5,000	5,000	**20,000**
			0	**5,000**	**5,000**	**5,000**	**5,000**	**20,000**
DELETION / REDUCTION								
Adults, Housing & Health	225	Locality Hub	(501)					**(501)**
Adults, Housing & Health	226	Initiatives under Housing Demand Programme – this allocation was £10m but was not drawn down in 2025/26 and has been reprofiled across the MTFS period .	(5,150)					**(5,150)**
			(5,651)	**0**	**0**	**0**	**0**	**(5,651)**
NET MOVEMENT			**(5,651)**	**5,000**	**5,000**	**5,000**	**5,000**	**14,349**

1.24. The proposed Capital programme and funding sources across the five years from 2026/27 to 2030/31 is set out in full in the table below (2025/26 budgets shown for information).

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
201	Aids, Adaptations and Assistive Technology in homes to support people living at home for longer - funded by Disabled Facilities Grant	3,616	2,200	2,200	2,200	2,200		**12,416**
211	Community Alarm Service for residents supported to live at home	177	177	177	0	0		**531**
213	Refurbishment of Canning Cresent to provide Crisis accommodation and the Clarendon Recovery College	682	0	0	0	0		**682**
225	Locality Hub	338	0	0	0	0		**338**
226	General Fund contribution to the acquisition of homes to reduce numbers in emergency temporary accommodation	4,850	0	5,000	5,000	5,000	5,000	**24,850**
Adults, Housing & Health		**9,663**	**2,377**	**7,377**	**7,200**	**7,200**	**5,000**	**38,817**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
Core Capital Programme Borrowing	6,047	177	5,177	5,000	5,000	5,000	**26,401**
Capital Grants from Central Government Departments	3,616	2,200	2,200	2,200	2,200	-	**12,416**
Total	**9,663**	**2,377**	**7,377**	**7,200**	**7,200**	**5,000**	**38,817**

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Appendix 2 (b)
Children and Young People Directorate

Children and Young People Directorate

1.1. The Children and Young People's Directorate include all services for children and young people, including children in care, early help and intervention, youth provision, education services, Schools (funded by the Dedicated Schools Grant) and support for those with Special Educational Needs (SEND).

Directorate Proposed Budgets 2026/27 to 2030/31

1.2. The estimated additional budget requirement for the Children's Directorate in 2026/27 is £13.2m as presented in the table below, details of the proposals are also provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £17.6m, however, it should be noted that work to model demand pressures from 20027/28 onwards is still being undertaken and therefore it is likely that the additional budget required from 2027/28 will increase. Due to the introduction of the fair funding and a change in the way grant funding is received by the council, a number of what is described legacy grants will disappear in 2026/27, this includes the Social Care Grant and a number of small grants, instead they will be incorporated into the Revenue Support Grant. As a result, £8.4m of grant funding will be removed from the Children and People budget and held corporately but leave the expenditure unchanged except from the proposed change

Type	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Starting Budgets *	**69,458**	**82,636**	**83,943**	**85,367**	**87,047**	**408,450**
Previously Approved Budget Pressures	3,496	1,772	1,772	1,680	0	**8,720**
Previously Approved Budget Savings	(520)	(365)	(50)	0	0	**(935)**
New Pressures	2,152	0	(165)	0	0	**1,987**
New Savings	(327)	(101)	(20)	0	0	**(448)**
New Management Actions	0	0	(113)	0	0	**(113)**
Previously Agreed Government & Other Funding Changes	1,330	0	0	0	0	**1,330**
New Government & Other Funding Changes	7,048	0	0	0	0	**7,048**
Total Proposed Changes	**13,178**	**1,307**	**1,424**	**1,680**	**0**	**17,589**
Proposed Revised Budget	**82,636**	**83,943**	**85,367**	**87,047**	**87,047**	**426,038**
**** Based on Draft Budgets***						

1.3. The current assumption is that all of the previously agreed savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full.

2026/27 Budget Pressures

1.4. £10.7m of budget pressures have been identified across 2026/27 to 2030/31, £5.6m in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Removal of funding for Safety Valve Delivery Team		(400)				**(400)**
Previously Approved	Home School Transport – additional demand	621	599	636	566		**2,422**
Previously Approved	Increased Service demand for Education, Health and Care plans (EHCPS).	105	52	105	52		**314**
Previously Approved	Increase in the social care placements Costs	2,750	1,521	1,031	1,062		**6,364**
Previously Approved	Subject Access Requests (SARS)	20					**20**
New Proposal	Continuation funding for running costs for Rising Green Youth Hub	165		(165)			**0**
New Proposal	Ongoing costs for the delivery of the Families First Partnership Programme	1,436					**1,436**
New Proposal	Additional staffing to support increase in requests for subject access records	123					**123**
New Proposal	Additional staffing to support SEND tribunals, mediations and complaints	215					**215**
New Proposal	Additional staffing to review direct payments	213					**213**
Overall Total		**5,648**	**1,772**	**1,607**	**1,680**		**10,707**

1.5. £400,000 was added to the Children's budget in 2023/24 to fund a team to work on delivering the agreed Safety Valve programme. It was time limited and the budget is due to be taken back from 2027/28 as that is the end of the programme.

1.6. The SEND Transport Service is facing significant cost pressures due to rising numbers of children with EHCPs requiring transport—including costly out-of-borough routes—as well as substantial inflationary increases driven by London Living Wage,

fuel costs, and provider pricing. Despite extensive mitigation and efficiency measures, the statutory nature of the service alongside continued demand growth has resulted in a £621,000 pressure in 2026/27, with further investment required to in subsequent years to meet statutory requirements and maintain a balanced budget.

1.7. The number of young people with a EHCP is projected to continue to increase from the current level of 3,100 creating capacity pressures, as Annual Review completion rates remain around 60%, increasing the risk of outdated support packages, higher costs, and legal challenge. Without additional investment in case officers, caseloads will exceed Ofsted-recommended levels, jeopardising delivery of critical Safety Valve savings.

1.8. The placements budget remains under pressure, driven by rising placement costs and increasing complexity of need. Although the overall number of children in care has fallen, complexity has intensified and, alongside previous 23% cost increases in residential and semi-independent provision. This is expected to create continued high-cost pressures over the next three years. Estimated costs are based on a 3.52% inflationary uplift for placements in 2026/27 and 3% thereafter.

1.9. The Rising Green Youth Hub staffing costs of £165,000 has been previously met through the use of grant and reserves which is due to end in March 2026. In September, Cabinet agreed the continuation of extending the lease for Rising Green. If budgets for the running costs from April 2026 are not secured, the Council will still be liable for the rental and associated costs for April and May 2026 alongside dilapidation costs which are unknown at this stage.

1.10. The Families First Partnership Programme pressure relates to the replacement of a 2025/26 grant which was originally passported to the Council as a Section 31 Grant in the 2025/26 settlement, but subsequent guidance has been issued by DfE confirming grant conditions and new service requirements.

1.11. Under the Data Protection Act 2018, individuals have the right to request access to their personal data through Subject Access Requests (SARs), which must be responded to within one month unless extended due to complexity. Due to a sharp rise in SARs and increasing case complexity, the current team is under-resourced, prompting a proposal to add three staff members costing £123,000 to meet demand and maintain compliance, this builds on previous investment of £160,000 over five years from 2022/23 onwards.

1.12. Tribunal appeals and mediation cases in Haringey have risen sharply over the past three years, placing significant strain on the single Dispute Resolution Officer and exceeding acceptable caseload levels compared to neighbouring boroughs. To reduce financial pressures and improve outcomes, there is a need to increase staff capacity within the SEND service with a budget pressure of £215,000, which will support cases being resolved earlier.

1.13. As part of the process of reviewing direct payments, there is a statutory duty to annually review support to disabled children and identify whether needs remain the same. The service has not had the capacity to deliver either the social work aspect of the task or the financial audit function and a small social work team of 3 will be put in place to review between 300-330 short break packages. This entails reviewing children's support plans, needs and completing the audit on spending of personal budgets. The cost of the small social worker team is bringing a pressure of £213,000 to the budget.

2026/27 Budget Savings

1.14. £1.4m of budget savings will be delivered across 2026/27 to 2030/31, of which £0.8m is identified in 2026/27 and summarised in the table below.

Categories	**Description**	**2026/27 (£'000)**	**2027/28(£'000)**	**2028/20 (£'000)**	**2029/30 (£'000)**	**2030/31 (£'000)**	**Total (£'000)**
Previously Approved	John La Rose Bursary	(15)	(15)				**(30)**
Previously Approved	Localities Hub - reduction in children's centre provision	(200)					**(200)**
Previously Approved	Staff savings from a restructure of management across the Directorate		(300)				**(300)**
Previously Approved	Removal of the early help parenting offer	(255)					**(255)**
Previously Approved	Youth Services reduction	(50)	(50)	(50)			**(150)**
New Proposal	Care Leavers Accommodation	(237)	(31)				**(268)**
New Proposal	Introducing specialist foster carer allowances to attract more foster carers	(90)	(70)	(20)			**(180)**
Overall Total		**(847)**	**(466)**	**(70)**			**(1,383)**

Government and Other Funding Changes

1.15. £8.4m of government and other funding changes are identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
New Children's Social Care Delivery Grant - assumed one year only	1,330					1,330
Removal of previous Grant income rolled into Revenue Support Grant through the Fairer Funding Assessment	8,484					8,484
Funding for Social work prevention grant (Families First Partnership Programme)	(1,436)					(1,436)
Overall Total	**8,378**		**0**			**8,378**

2026/27 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

1.16. Following consultation, new or deleted schemes compared to the Capital Programme that was last agreed in March 2025 are noted in the table below.

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
ADDITIONS / NEW SCHEMES								
Children's Services	101	School Conditions Surveys – the completion of these surveys will determine the essential investment required	230					**230**
Children's Services	102	Schools Capital Programme – immediate essential repairs for 8 schools (6 primary and 2 secondary) that can't be contained within previously approved capital programme	2,902	2,902	2,902	2,902	2,902	**14,512**
DELETION / REDUCTION			**3,132**	**2,902**	**2,902**	**2,902**	**2,902**	**14,742**
Children's Services	124	In-Borough Children's Respite Services – reduction as a result of change in how services and support will be delivered	(2,630)	(2,630)				**(5,260)**

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
			(2,630)	**(2,630)**	**0**	**0**	**0**	**(5,260)**
NET MOVEMENT			**502**	**272**	**2,902**	**2,902**	**2,902**	**9,482**

1.17. The proposed Capital programme and funding sources across the five years from 2026/27 to 2030/31 is set out in full in the table below (2025/26 budgets shown for information)

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
101	Schools - essential and planned repairs and maintenance to the primary schools portfolio	3,723	2,345	2,000	2,000	2,000		**12,068**
102	Schools - modernisation and improvements to the primary schools portfolio (including SEND provision)	3,496	13,232	5,402	5,402	5,402	2,902	**35,838**
104	DFE - Childcare Expansion Capital Grant	25	0	0	0	0		**25**
105	Replacement of Reinforced Autoclaved Aerated Concrete in schools across the borough	251	0	0	0	0		**251**
110	Schools - capital budget fully passported to schools for capital works	504	531	531	531	531		**2,628**
114	Schools - modernisation and improvements to the secondary schools portfolio (including SEND provision)	2,210	0	0	0	0		**2,210**
121	Essential repairs and maintenance for Pendarren House Activities Centre	229	228	0	0	0		**457**
124	Expansion of In-Borough Residential Care Facilities	381	472	17	0	0		**870**
125	Expansion of SEND provision across the borough's schools in line with the Safety Value Programme	3,446	2,937	4,640	0	0		**11,023**

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
126	Upgrade and developments required to the early years and social care case management systems (Liquid Logic)	220	250	1,780	0	0		**2,250**
127	A grant to provide musical instruments to Haringey schools and adjacent borough schools	579	0	0	0	0		**579**
Children's Services		**15,064**	**19,995**	**14,370**	**7,933**	**7,933**	**2,902**	**68,198**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
Core Capital Programme Borrowing	5,440	13,896	4,699	2,902	2,902	2,902	**32,743**
Capital Grants from Central Government Departments	9,045	6,099	9,671	5,031	5,031	-	**34,876**
Grants & Contribs from Non-departmental Public Bodies	579						**579**
Total Funding	**15,064**	**19,995**	**14,370**	**7,933**	**7,933**	**2,902**	**68,198**

Appendix 2 (c) Culture, Strategy & Communities Directorate

Culture, Strategy & Communities Directorate

1.1. Culture, Strategy and Communities (CSC) is responsible for a mix of community-facing and internal enabling and support functions. Services include Libraries, Culture, Bruce Castle Museum & Archive, the Placemaking and Inclusive Economy services including Haringey Works and Haringey Learns, and the Voluntary & Community Sector team. This is in addition to Policy and Communications, Complaints and Feedback, Human Resources, Legal, Democratic Services, Elections, Registrars and the Coroner's Court service.

1.2. The proposed budget in 2026/27 is £18.9m, which takes account of income contributions from Registrars, room hire and other income in Libraries, filming income and digital and on-street advertising. There is also a capital budget of £114.6m, covering a number of major capital and regeneration projects. The Council is also funding essential maintenance and compliance works at Alexandra Palace, as well as advancing a loan to upgrade the Palace's facilities on an invest to earn basis.

1.3. Pressures in CSC are related to previously capitalised staffing costs which must now be funded through revenue, and income generation targets, which are stretching and the services have historically struggled to meet them in full. There is also a one-off pressure associated with the costs of holding the local elections in 2026.

1.4. The Directorate will be responsible for taking forward a number of projects of major importance not just for the Council but for the Borough during 2026/27. These include:

- making progress on the first phase of High Road West in Tottenham;
- beginning work on the redevelopment of Station Road to deliver the vision of Shaping Wood Green;
- overseeing the refurbishment and extension of the Civic Centre and managing the office and staffing moves that will follow when we move back to the Civic; and
- preparation work for Haringey's year as London Borough of Culture in 2027**.**

1.5. The Directorate is the link to the delivery charity set up to deliver London Borough of Culture, the Haringey Culture Collective, and will ensure staff across the Council have opportunities to take part in and contribute to the development of our exciting and ambitious programme as we prepare for the launch of our year in April 2027. Having adopted a new Library Strategy in January 2026, the Libraries Service is looking forward to seeing continued growth in stock borrowing (up nearly 10% between 2023/24 and 2024/25), footfall (up by 20,000 visits over the same period) and on-line usage (a ten-fold increase in digital borrowing since the pandemic). Further investment in digital infrastructure in our libraries will take place during 2026/27.

1.6. A new Workforce Development Strategy was adopted in 2025/26 and services will continue to be supported to develop workforce development plans to ensure we have the skills and capacity to deliver into the future. This is challenging as the HR

service is the first of the enabling services to implement efficiency savings as part of the enabling services review. The Directorate will lead on further reviews and savings across the Council's enabling services during 2026/27, including business and administrative support, and policy, communications and consultation activities.

1.7. Finally, this Directorate leads in coordinating the Council's influencing and policy development work. We ensured that Haringey's voice was heard in the 2025/26 consultation on the future funding formula for local government and secured some improvements in the proposals for Haringey to ensure our communities' needs are able to be met in the future. In the coming year the Directorate will lead the work to coordinate and run the local elections on behalf of the Returning Officer and to prepare for the onboarding and induction of new Members and a new Administration with a new corporate and political programme from May 2026.

Proposed Budgets 2026/27 to 2030/31

1.8. The estimated additional budget requirement for the Culture, Strategy and Communities Directorate in 2026/27 is £1.9m as presented in the table below. Details of the proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £1.9m.

Type	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Starting Budgets	**17,004**	**18,922**	**17,652**	**17,625**	**17,723**	**88,926**
Previously Approved Budget Pressures	597	(527)	23	23	0	**116**
Previously Approved Budget Savings	(100)	(100)	(125)	0	0	**(325)**
New Pressures	1,705	(619)	75	75	1,230	**2,466**
New Savings	(100)	0	0	0	0	**(100)**
New Management Actions	(184)	(24)	0	0	0	**(208)**
Total Proposed Changes	**1,918**	**(1,270)**	**(27)**	**98**	**1,230**	**1,949**
Proposed Revised Budget	**18,922**	**17,652**	**17,625**	**17,723**	**18,953**	**90,875**
**** Based on Draft Budgets***						

1.9. The current assumption is that all of the previously approved savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full.

2026/27 Proposed New Budget Pressures

1.10. £2.6m of proposed budget pressures have been identified across 2026/27 to 2030/31, consisting of £2.3m in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Human Resources contract inflation and Disclosure Barring Service (DBS) increases	46	22	22	22		112
Previously Approved	Increasing cost of Copyright Licensing Authority	1	1	1	1		4
Previously Approved/ New Proposal	2026 election costs.	1,230	(1,230)			1,230	**1,230**
New Proposal	Removal of unachievable advertising income	200					**200**
New Proposal	Human Resources Housing Revenue Account funding pressure – costs no longer charged to	150	75	75	75		**375**
New Proposal	Wood Green budget pressures -	580					**580**
New Proposal	Pressure in libraries staffing budget following revised council policy on weekend pay	45	(14)				**31**
New Proposal	New budget requirement to fund 'reasonable adjustments' for staff	50					50
Overall Total		**2,302**	**(1,146)**	**98**	**98**	**1,230**	**2,582**

1.11. The HR service is experiencing a series of unavoidable financial pressures driven by contractual commitments, statutory compliance requirements, and external market factors affecting Schools HR income. Without additional funding of £46,000, these pressures will affect service sustainability and the Council's ability to recover costs.

1.12. There is a budget pressure of £1,000 in 2026/27 arising from the statutory requirement for the Council to hold a Copyright Licensing Authority (CLA) licence and to request an increase to the budget to meet the unavoidable cost increase.

1.13. Haringey Council faces a statutory, time-limited budget pressure of approximately £1.23 million to deliver the May 2026 borough elections, driven by increased costs for staffing, voter ID implementation, Royal Mail charges, and relocating the count to Alexandra Palace. Without sufficient funding—beyond the £550,000 currently allocated—the Returning Officer risks breaching legal duties, compromising election validity and damaging the Council's reputation.

1.14. Over the years, income targets for the communications team have been increasingly stretched, reaching £770,000 for 2024/25 and 2025/26. Despite efforts, including hiring an extra staff member for six months—only £400,000 was achieved last year. For 2026/27, a more realistic target of £550,000 is proposed, factoring in new revenue from the River Park House advertising hoarding. This adjustment is necessary as the main resource for developing new commercial opportunities is currently focused on the Income Generation MTFS project, which also has demanding targets. Therefore, the communications income target is to be reduced to £550,000 for 2026/27 and beyond.

1.15. The Human Resources budget is under increasing pressure due to a shift in funding proportions between the General Fund and the Housing Revenue Account (HRA), driven by changes in staff headcount. As the number of HRA-funded roles decline, the HRA contribution has dropped from approximately 24% to 21%, with further reductions expected. This shift, combined with overall headcount growth, has made previous budget management strategies unsustainable, necessitating an increase in General Fund support to maintain current service levels.

1.16. The capital budget for Wood Green in 2026/27 is approximately £2.7m, with no allocation beyond that year. This budget is uncommitted and includes £500,000 for capitalised salaries, which—if redirected as savings—could create a revenue pressure due to changes in capitalisation protocols. Additionally, the Placemaking team faces further pressures from the loss of external funding for a key role and an unresolved £80,000 savings target, potentially impacting the council's ability to deliver on community development commitments under the Haringey Deal.

1.17. A final-stage review of library operations has introduced a staff restructure, coinciding with the insourcing of leisure services to Haringey Council in 2025. As part of this transition, weekend pay enhancements were extended to library staff working exclusively weekends, aligning with leisure colleagues and standardising pay policy across the Council. This policy-driven change has created a projected salary pressure of £45,000, including ongoing enhancements, back pay, and pay protection. While mitigation options are being explored, the service has already delivered significant savings through restructuring, limiting further flexibility.

1.18. The current process for arranging payments for those staff requiring a reasonable adjustment can feel complex or time-consuming. To address this Human Resources are actively reviewing and simplifying the way reasonable adjustments are funded and processed and will announce changes in due course. The recommendation is to issue a purchase card estimated at £50,000, this will be reviewed after 12 months, and central consolidation or recharging explored.

2026/27 Budget Savings

1.19. £425,000 of savings will be delivered across 2026/27 to 2030/31, of which £200,000 is in 2026/27 and set out in full in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Culture - Commissioning & grants reduction		(100)	(125)			**(225)**
Previously Approved	Inclusive Economy Service Reduction	(100)					**(100)**
New Savings Proposal	Reduce or remove Business Support Service	(100)					**(100)**
Overall Total		**(200)**	**(100)**	**(125)**	**0**	**0**	**(425)**

2026/27 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

1.20. Following consultation, new or deleted schemes compared to the Capital Programme that was last agreed in March 2025 are noted in the table below.

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
ADDITIONS / NEW SCHEMES								
Culture, Strategy & Communities	New Scheme	Alexandra Palace - Panorama room	3,000	500				**3,500**
Culture, Strategy & Communities	New Scheme	Alexandra Palace - Great Hall Emergency Exit Bridge	750					**750**
Culture, Strategy & Communities	New Scheme	Alexandra Palace - Investment in MotherGrid & Stage	1,500					**1,500**
Culture, Strategy & Communities	New Scheme	Pride in Place (subject to Cabinet's decision)	1,500					**1,500**

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
DELETION / REDUCTION			**6,750**	**500**	**0**	**0**	**0**	**7,250**
Culture, Strategy & Communities	634	Alexandra Palace - Invest to Earn – reduction in previously approved allocation and replaced with new schemes above	(1,128)	(1,356)				**(2,484)**
Culture, Strategy & Communities	402	Change in Funding sources for Wood Green & Tottenham reducing Council resources, but no change in project outcomes due to grant funding	(2,100)					**(2,100)**
			(3,228)	**(1,356)**	**0**	**0**	**0**	**(4,584)**
NET MOVEMENT			**3,522**	**(856)**	**0**	**0**	**0**	**2,666**

1.21. The proposed Capital programme and funding sources across the five years from 2026/27 to 2030/31 is set out in full in the table below (2025/26 budgets shown for information)

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
402	Shaping Tottenham programme	5,099	11,112	2,182	0	0		**18,393**
406	This a fund to provide loans to business'	1,358	0	0	0	0		**1,358**
408	Essential and planned improvements to Down Lane Park	300	2,400	0	0	0		**2,700**
448	A programme of public realm improvements across the borough	0	1,500	0	0	0		**1,500**

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
458	The budget is for the provision of full Fibre Broadband and Wi-Fi connections to Council affiliated Buildings and Community Centres, and Business Support	921	0	0	0	0		**921**
483	This is a fund to provide loans to business in specified areas	816	0	0	0	0		**816**
480	Shaping Wood Green programme	4,144	6,429	1,028	0	0		**11,601**
4005	A project to increase the amount of affordable work space in the borough	1,633	0	0	0	0		**1,633**
4010	Selby Urban Village Project is a mixed use community centre, sports and housing project	1,366	11,839	14,294	619	0		**28,118**
421	Acquisition of homes linked to the Compulsory Purchase Order at High Road West	5,900	44,288	66,368	26,368	17,712	400	**161,036**
464	Improvement to Bruce Castle Museum	228	0	0	0	0		**228**
447	A contribution to the upkeep of Alexandra Palace	470	470	470	0	0		**1,410**
330	New Civic Centre development	27,628	30,697	1,546	0	0		**59,871**
630	Libraries IT upgrade	719	150	0	0	0		**869**
631	Essential works at Alexandra Palace to comply with the Protect duty (Martyn's Law)	182	363	0	0	0		**545**
632	Essential works at Alexandra Palace for Health & Safety	286	293	0	0	0		**579**
633	Essential works at Alexandra Palace for Compliance works	1,194	1,006	0	0	0		**2,201**
New Scheme	A loan to Alexandra Palace to refurbish the Panaroma Room to ensure a quality environment	0	3,000	500				**3,500**
New Scheme	This is to fund works to the emergency exit at Alexandra Palace, otherwise the facility will not be capable of being used	0	750					**750**
New Scheme	A loan to upgrade the lighting rig at Alexandra Palace to bring it to modern standards	0	1,500					**1,500**
Culture, Strategy & Communities		**52,244**	**115,797**	**86,388**	**26,987**	**17,712**	**400**	**299,528**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
Core Capital Programme Borrowing	42,240	56,044	6,126	400	400	400	**105,610**
Community Infrastructure Levy (CIL)	527						**527**
Capital Grants from Central Government Departments	3,947	13,339	4,623	619			**22,528**
Capital Funding from GLA ,TfL & Other LA's	2,554	6,200	25,968	25,968	17,312		**78,002**
Revenue Contribution to Capital Outlay (RCCO)			3,500				**3,500**
Usable Capital Reserve	2,174	-	-	-	-	-	**2,174**
Land Appropriation			2,100				**2,100**
Grants & Contributions from Non-departmental Public Bodies	802		4,071				**4,985**
Developer Contributions (S106 & S278)		40,214	40,000				**80,214**
Total	**52,244**	**115,797**	**86,388**	**26,987**	**17,712**	**400**	**299,528**

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Appendix 2 (d)
Environment & Resident Experience Directorate

Environment & Resident Experience Directorate

1.1. The Environment and Resident Experience Directorate covers a range of services including, Waste, Parking and Highways, Transport, Planning and Building Standards, Leisure Centres, Wellbeing and Climate, Customer Services, Council Tax, Business Rates, Benefits and Corporate Debt Recovery team are managed within this Directorate.

1.2. The services within the Directorate significantly shape how residents feel about living in the borough. By maintaining cleaner, safe and well- run public spaces—such as roads, parks and leisure facilities. The Council improves everyday quality of life focus on improving health, reducing inequalities, and preparing the borough for climate risks.

1.3. Customer Services ensure residents can easily access help, which builds trust and confidence in the Council. Community Safety and effective enforcement further create a secure, supportive environment where people feel valued. Strong leadership across public- facing services ensures these offerings remain high- quality, visible and designed around resident needs. Planning and Building Standards services ensure that developments in the borough are well- designed, safe, compliant, and aligned with local policy, whilst protecting the character and heritage.

1.4. The net budget for 2026/27 is £13.4m. This includes additional budgets of £1.6m to cover service pressures, and £1.2m of previously approved and new savings proposals. The Directorate includes £1.2m of capital projects which includes income from external sources.

1.5. The Directorate aims to create a cleaner, safer, better- connected, and more supportive borough, improving everyday life for residents by delivering high- quality frontline services and ensuring strong, vibrant communities.

Proposed Budgets 2026/27 to 2030/31

1.6. The estimated additional budget requirement for the Environment and Resident Experience Directorate in 2026/27 is £315,000 as presented in the table below. Details of the new proposals are provided in the sections below. The total estimated reduction in budget requirement across 2026/27 to 2030/31 is £3.9m.

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**13,098**	**13,412**	**12,631**	**9,495**	**9,245**	**57,882**
Previously Approved Budget Pressures	(849)	(134)	(2,000)	0	0	**(2,983)**
Previously Approved Budget Savings	(1,114)	(1,238)	(886)	0	0	**(3,238)**

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
New Pressures	2,473	557	0	0	0	**3,030**
New Savings	(111)	0	(250)	(250)	0	**(611)**
New Management Actions	(84)	34	0	0	0	**(50)**
Total Proposed Changes	**315**	**(781)**	**(3,136)**	**(250)**	**0**	**(3,852)**
Proposed Revised Budget	**13,412**	**12,631**	**9,495**	**9,245**	**9,245**	**54,030**
**** Based on Draft Budgets***						

1.7. The current assumption is that all of the previously approved savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full.

2026/27 Budget Pressures

1.8. £0.05m of budget pressures have been identified across 2026/27 to 2030/31, £1.6m pressure identified in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Reversal of Veolia Pension rebate based on the current valuation for previously transferred staff	300					**300**
Previously Approved	Reduction in previously agreed Housing Benefit additional budget and reversal of benefits staffing capacity saving budgets	(1,149)	(134)	(2,000)			**(3,283)**
New Proposal	Correction of shortfall in the Housing Benefits budget	734	803				**1,537**
New Proposal	Restore core Benefit staffing capacity to prevent costly backlogs	400	134				**534**
New Invest to Save Proposal	Additional one off budget to deliver the increase in use of digital for Council Tax billing.	12					**12**
New Proposal	Additional Bad Debt Provision to fund shortfall in court cost recovery	136					**136**

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
New Proposal	25/26 Communities Hub Allocation (write off of savings following undelivered Community Hubs model)	250					**250**
New Proposal	Additional staffing capacity within customer services pending the introduction of digital technology	380	(380)				**0**
New Proposal	Reduction in income target for leisure services arising from the creation of homelessness prevention hub	225					**225**
New Proposal	ASB Enforcement Team recharge – costs previously funded from the HRA now charged to the General Fund	128					**128**
New Proposal	Public Realm/Community Safety CCTV recharge to Housing - costs previously funded from the HRA now charged to the General Fund	208					**208**
Overall Total		**1,624**	**423**	**(2,000)**			**47**

1.9. Under current rate valuation, a fixed term savings of £300,000 had been realised against the Veolia contract pension contribution for previously transferred staff. However, this rate/cap is due for re-evaluation in 26/27, with the current assumption that this saving will not continue.

1.10. In 2026/27 there was a £1m reversal of previously approved Housing Benefit growth. The single biggest demand pressure on this budget is the council's mandatory contribution to compliant supported exempt accommodation costs that are only partially funded by DWP subsidy, with other pressures such as recovery of overpaid Housing Benefits now being harder to recover for residents who have migrated to Universal Credit.

1.11. Therefore an additional £1.537m is required for the 2026/27 and 2027/28 benefits expenditure budget to cover unavoidable costs. Without this adjustment, the Council faces a forecasted overspend of £734,000 in 2026/27 and 803,000 in 2027/28. The funding aligns the budget with realistic demand.

1.12. In 2026/27 there was a reversal of funding of £149,000 for the Housing Benefit (HB) administration costs due to an expectation of staffing reductions. The growth of £400,000 fully reverses this and restores capacity to 5 FTE, the level required to manage

the more complex caseload the Benefits service has, and the loss of economies of scale previously across CTRS and Housing Benefits. Previous budget reductions have required staffing reductions, leading to the accumulation of a backlog in 2025/26, which has required in-year growth to resolve. The additional budget ensures sustainable capacity, improved accuracy, and reduced reliance on expensive short-term fixes.

1.13. The invest to save digital onboarding push refers to a targeted campaign to increase e-billing uptake among Council Tax account holders, aiming to reduce printing and postage costs and improve digital engagement. With nearly 80,000 email addresses on file for accounts that are not currently using e-billing, a 40% uptake by those who currently get their bill by post could save approximately £39,800 annually. A £12,000 of investment is required to provide proposed reductions of £63,000 in 2026/27, the investment delivered in partnership with CAM and supported by Haringey Comms will promote self-service and automation, reduce administrative pressure, and align with corporate priorities around resident experience and digital transformation.

1.14. There is a budget increase of £136,000 needed to address a historic and recurring shortfall in court cost income, which has consistently fallen below the longstanding budget assumption of £1.35m income. This gap is driven by fees not increased following a subsidy removal policy, which is corrected in the fees for 2026/27.

1.15. In 2025/26, there is an assumed saving of £250,000 attributed to E&RE as part of a larger saving for the establishment of a Community Hubs model across the borough. However, as a result of a change in Council approach for which a decision was taken in early 2025, this initiative it not being progressed as originally planned. In year, this has correctly been reported as an unachievable saving and given the change in plans, the budget for 2026/27 will be adjusted to reverse the original reduction in 2025/26.

1.16. This Customer Service capacity one-off pressure proposal seeks temporary funding to cover non-recurrent staffing costs in 2026/27. Ten temporary roles (6 agency backfill for sickness and 4 fixed-term contracts) which have arisen due to the originally envisaged digital transformation and channel shift not occurring, and the budget reductions based on these undelivered plans placing unmanageable demand on the service. Funding will maintain accessibility for vulnerable residents and prevent service disruption, and costs will end in 2027/28 after the digital transformation and channel shift takes place in 2026/27.

1.17. The Leisure Service aims to boost income by expanding gym facilities at Tottenham Green and Park Road, with Tottenham Green requiring significant growth from 1,900 to 3,400 members. However, a proposal to use part of the function room for a Homelessness Prevention Hub would reduce gym space, limiting membership growth and causing a £225,000 annual income loss.

1.18. Charges between the General Fund and HRA need to be correctly accounted for. Following a review, the general fund is will have additional costs for Community Safety, CCTV and Regulatory Services activities.

2026/27 Proposed Budget Savings

1.19. £3.8m of budget savings of savings will be delivered across 2026/27 to 2030/31 with £1.2m identified in 2026/27 and summarised in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved Proposal	Commercial Waste - Customer base increase.	(82)					**(82)**
Previously Approved Proposal	Convert Markfield sports area to 3G AWP and establish a further AWP at another site	(25)	(35)				**(60)**
Previously Approved Proposal	Crematorium Lease and Parks Property increases	(19)	(19)	(19)			**(57)**
Previously Approved Proposal	Additional income from events in parks	(50)					**(50)**
Previously Approved Proposal	Additional income from HGV Locations/Box Junctions	(90)					**(90)**
Previously Approved Proposal	Increased income from NRSWA enforcement activity	(250)					**(250)**
Previously Approved Proposal	Introduction of dog walking licences for 4 or more dogs	(1)					**(1)**
Previously Approved Proposal	New River Sports Centre - cost reductions	(34)	(26)	(17)			**(77)**
Previously Approved Proposal	New Traffic Schemes (LTNs/Filters)	(300)	(250)				**(550)**
Previously Approved Proposal	Parks and Leisure income/efficiencies improvements	(25)	(25)				**(50)**
Previously Approved Proposal	Private sector Housing Compliance	(13)	(13)				**(26)**

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved Proposal	Purchase large mowing equipment and utility vehicles which have traditionally been hired on a seasonal basis.	(20)	(20)				**(40)**
Previously Approved Proposal	Reintroduce Tennis Court Charging	(5)					**(5)**
Previously Approved Proposal	Waste Minimisation - savings to the NLWA levy contribution rate and operational savings post the current contract (excluding any impact from the		(850)	(850)			**(1,700)**
Previously Approved Proposal	Reduction in Housing Benefit costs for supported accommodation	(200)					**(200)**
New Proposal	Leisure centre savings and increased income through delivery of commercialisation plan following			(250)	(250)		**(500)**
New Proposal	CCTV income generation - Charge for insurance claims using CCTV footage	(48)					**(48)**
New Invest to Save Savings Proposal	Cost reductions from increase in Council Tax e-billing take up	(63)					**(63)**
Overall Total		**(1,225)**	**(1,238)**	**(1,136)**	**(250)**		**(3,849)**

2026/27 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

1.20. Following consultation, new or deleted schemes compared to the Capital Programme that was last agreed in March 2025 are noted in the table below.

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
ADDITIONS / NEW SCHEMES								
Environment & Resident Experience	New Scheme	Moselle Brook - The Moselle culvert plays a critical role managing surface water flooding. Partial collapse of the culvert in 2024 requires urgency permanent works.	1,100					**1,100**
Environment & Resident Experience	346	Waste Management - Fleet Purchase& Infrastructure works in Watermead way	23,751	1,714				**25,465**
Environment & Resident Experience	New Scheme	Increase in tree planting across the borough	157	217	253	259	264	**1,149**
DELETION / REDUCTION			**25,008**	**1,931**	**253**	**259**	**264**	**27,714**
Environment & Resident Experience	346	Waste Management - Fleet Purchase& Infrastructure works in Watermead way	(2,023)	(23,077)				**(25,100)**
Environment & Resident Experience	4013	Removal of new Clean Air School Zones initiatives from the capital programme in 2026/27	(400)					**(400)**
			(2,423)	**(23,077)**	**0**	**0**	**0**	**(25,500)**
NET MOVEMENT			**22,585**	**(21,146)**	**253**	**259**	**264**	**2,214**

1.21. The proposed Capital programme and funding sources across the five years from 2026/27 to 2030/31 is set out in full in the table below (2025/26 budgets shown for information).

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
119	Implementation of School Street initiatives - new schemes paused for 2026/27	361	0	0	0	0		**361**
301	Essential and planned repairs and replacement of street lighting	1,012	1,000	1,000	1,000	1,000		**5,012**
302	Essential and planned repairs to the boroughs roads	5,351	6,000	6,000	6,000	6,000		**29,351**
303	Essential and planned repairs to major structures (including bridges across the borough).	1,730	0	0	0	0		**1,730**
304	Essential and planned repairs to surfaces at risk of flooding.	1,200	900	900	900	900		**4,800**
305	Implementation of the Brough parking Plan, which includes red routes & junctions management	268	250	250	250	250		**1,268**
309	Implementation of highways improvements in line with TfL funding arrangements	1,983	1,200	1,200	1,200	1,200		**6,783**
310	Works funded by developers to improve the environment around new developments	250	250	250	250	250		**1,250**
311	Essential and planned replacement of parks infrastructure	760	450	450	450	450		**2,560**
313	Essential and planned replacement of equipment within the borough's parks and open spaces	1,849	400	400	400	400		**3,449**
314	Essential repairs to Parkland Walk bridges across the borough	1,196	350	2,500	350	0		**4,396**
322	Essential and planned maintenance of Finsbury Park - this is a ringfenced budget.	300	500	500	500	500		**2,300**
325	Essential and planned replacement of vehicles required to maintain the boroughs parks and open spaces	0	674	0	0	0		**674**
328	Street & Greenspace Greening Programme	142	75	0	0	0		**217**

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
332	Annual budget for modification of existing bays or creation of new disabled bays	305	80	80	80	80		**625**
333	Waste Management - new waste bins	98	321	0	0	0		**419**
334	Improvements to the parks depots	57	0	0	0	0		**57**
335	Budget to make Streets safer and the Streets for People programme	2,717	0	0	0	0		**2,717**
336	Following insourcing of the Council's leisure centres, essential investment into the building and equipment at New River Sports Centre to deliver the commercialisation plan, increase membership and increased income	918	533	0	0	0		**1,451**
338	Road safety measures across the borough to meet statutory requirements	631	530	530	530	530		**2,750**
341	Following insourcing of the Council's leisure centres, essential investment into the building and equipment across all leisure centres to deliver the commercialisation plan, increase membership and increased income	1,992	2,580	1,063	1,063	0		**6,698**
343	Essential and planned maintenance of parks and open spaces within Tottenham	1,500	0	0	0	0		**1,500**
345	Replacement Parks and Housing Machinery	300	250	100	50	50		**750**
346	Budget for the purchase of replacement waste vehicles and bins for commencement of the new contract in 2027.	0	23,751	1,714	0	0		**25,465**
452	This budget funds community carbon reduction initiatives	113	0	0	0	0		**113**
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	60	0	0	0	0		**60**

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
4013	Implementation of Clean Air School Zones - new schemes paused for 2026/27	400	0	400	400	0		**1,200**
4014	Walking and Cycling Action Plan (WCAP) - implementation of Low Traffic Neighbourhoods	609	609	609	609	609		**3,045**
4015	Walking and Cycling Action Plan (WCAP) - implementation of cycle routes across the borough	433	567	567	567	566		**2,700**
4016	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) improvements	118	118	118	118	118		**590**
New Scheme	Moselle Brook - The Moselle culvert plays a critical role managing surface water flooding . Partial collapse of the culvert in 2024 requires urgency permanent works.	0	1,100					**1,100**
New Scheme	Expansion of the tree planting programme across the borough	0	157	217	253	259	264	**1,149**
Environment & Resident Experience		**26,653**	**42,645**	**18,848**	**14,970**	**13,161**	**264**	**116,540**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
Core Capital Programme Borrowing	16,412	38,552	15,074	11,196	9,389	264	**90,886**
Community Infrastructure Levy (CIL)	5,200	1,824	1,824	1,824	1,823	-	12,494
Capital Grants from Central Government Departments	744	319					1,063
Capital Funding from GLA ,TfL & Other LA's	1,983	1,200	1,200	1,200	1,200	-	6,783
Revenue Contribution to Capital Outlay (RCCO)	300	500	500	500	500	-	2,300
Grants & Contribs from Non-departmental Public Bodies	1,597	-	-	-	-	-	**1,597**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
Developer Contributions (S106 & S278)	417	250	250	250	250	-	**1,417**
Total	**26,653**	**42,645**	**18,848**	**14,970**	**13,161**	**264**	**116,540**

Appendix 2 (e)
Finance and Resources Directorate

Finance and Resources Directorate

1.1. The Finance and Resources Directorate was formed on 1 April 2025 following a senior management restructure. The Directorate includes some of the Council's key enabling functions, such as finance, procurement, audit, insurance and risk management, digital and technology and change management, capital project delivery and the management of operational and commercial property estate - and all of which support the delivery of the range of services provided by the Council. The Directorate is also responsible for the delivery of the Council's target to provide 3,000 new homes by 2030.

1.2. In 2026/27, the net budget for the Finance and Resources Directorate is £34.061m. This includes £2.798m additional budget for service pressures and £1.342m of savings, full details are set out in the following sections.

Financial Management

1.3. As well of ensuring the Council meets its statutory functions of setting a balanced budget and closing the accounts on time, the service supports the development and embedding of good financial management across the organisation and compliance across all aspects of the Financial Management Code.

1.4. The service will support the Section 151 on implementation of the Finance Resilience Plan and supporting working towards financial sustainability over the next three years.

1.5. The net budget for 2026/27 is £5.783m, an increase from £5.363m in 2025/26. Full details are set out in the table that follows and includes additional budget for staffing costs to maintain the provision of financial advice and support to Corporate and Education Services, following removal of assumed funding via capital, capital receipts flexibility and DSG.

Strategic Procurement

1.6. The procurement service provides strategic support for contracts delivering over £600m each year of spending with third party organisations. During 2025/26, the focus has been on the implementation of the Procurement Modernisation Programme and the implementation of the new requirements from the Procurement Act 2023 which came into effect from 24 February 2024, for which the Council is now compliant. However, commissioning, procurement and contract management remains a focus for improvement over the next 12 to 18 months through the Commissioning Modernisation Programme and the newly established

Commissioning Panel who will oversee all new services commissioned / re-commissioned over £160,000 and play a pivotal role in helping the organisation to assure itself that all contracts are delivering good value for money.

1.7. The 2026/27 net budget for strategic procurement remains in line with 2025/26 at £1.259m and includes savings of £100,000. Full details are set out in the table that follows.

Audit, Insurance and Risk Management

1.8. This service includes, the Council's internal audit function which is essential for ensuring the efficiency and effectiveness of the Council, helping to identify and manage risks, review controls, and recommend areas for improvement through internal audit reviews. The service also includes the anti-fraud and insurance services to protect the organisation and ensuring the relevant controls and compliance are in place. In 2026/27, the audit plan will include activity of internal audit reviews to assess a range of services which will be determined through a risk assessment of where controls and compliance need to be subject to review and the monitoring of progress against any recommendation that emerge.

1.9. The 2026/27 net budget for Audit, Insurance and Risk Management remains in line with 2025/26 at £1.066m and includes savings of £32,000 following tender of the new internal audit contract. Full details are set out in the table that follows.

Digital and Change

1.10. The Council's Digital and Technology function is primarily focused on supporting the Council to deliver its challenging savings, efficiency and modernisation plans, utilising the new Digital service and infrastructure that was put in place in February 2025. The new Architecture and Digital Governance arrangements ensure oversight of the Council's technology infrastructure and systems, as well as leading on the Service Modernisation Programme which over the next three years is forecast to digitally transform the Council, improve processes, modernise technology and deliver further savings of £4m over the next three years. The service also lead Digital Inclusion for the Council and working with partners and other key stakeholders.

1.11. The corporate change function was developed in March 2024 for a two year period, putting in place a corporate change management governance framework and overseeing the delivery of the Council's main improvement programmes and projects. Currently funded through the use of capital receipts flexibility, a review will be undertaken in early 2026 to consider the operating model required to support the delivery of the changes required in the Medium Term Financial Strategy, support delivery of aspects of the financial sustainability plan and continue to deliver efficiencies, savings and modernisation plans.

1.12. The 2026/27 net budget for Digital and Technology is £15.861m an increase from £15.378m in 2025/26. Full details are set out in the table that follows and includes additional budget for increased cost of licenses and system replacements needed. The Change function will continue to be funded through capital receipts flexibility pending this review.

Capital Projects

1.13. Within the Directorate is the Capital Projects delivery team, which directly delivers a large proportion of the overall capital programme each year, including schools, improvements to Council operational assets, and major regeneration projects, and the Programme Management Office who oversee the development and implementation of the Capital Strategy in line with the new Capital Programme governance framework.

1.14. This service also leads on the delivery of the Council's target to deliver 3,000 new homes by 2031. By the end of 2025, it is forecast that over 1,000 households will have moved into newly built council homes as part of the programme. These are the first new council homes in Haringey for forty years, supporting the Council's ambitions and improve financial sustainability by reducing numbers in expensive temporary accommodation.

Operational and Commercial Property Portfolio

1.15. The Council owns and manages 77 operational buildings across the borough and, through the newly implemented Corporate Landlord Model, manage routine and reactive maintenance and repairs and ensure the ongoing sustainability of this portfolio. Through the implementation of the Asset Management Plan and the SAMPIP framework the Council will align property investment with service priorities, improving building functionality, reducing unplanned spend and risk, and delivering best value through a planned approach to maintenance and renewals.

1.16. In addition, the Council owns and manages a commercial portfolio of over 1000 properties. Following an external review in 2022, the Property Improvement Plan has been underway to improve the management of the property portfolio, to improve the quality and record keeping of data associated with the estate and ensure that all properties are effectively managed. Good progress has been made and income from the commercial portfolio is over £1m higher than the same period last year but full delivery of the improvement plan remains a priority for the Directorate and will continue through 2026/27 in line with the SAMPIP framework and the Disposals Strategy that was agreed by Cabinet in June 2025.

1.17. There remains historic expenditure and income pressures on the portfolio and the draft budget for 2026/27 includes £800k additional budget to correct this historic underfunding of budgets relating to utility costs and business rates and also to fund the additional business rates associated with the recent revaluation by Government. At the same time the service will deliver of the next year £10m of savings targets through increased income and disposals of surplus assets.

1.18. The 2026/27 net budget for Capital Projects and Property is £9.976m an increase from £9.290m in 2025/26. Full details are set out in the table that follows and includes £770,000 for spend and income pressures from the operational estate as well as over £1m of savings.

Proposed Budgets 2026/27 to 2030/31

1.19. The estimated additional budget requirement for the Finance and Resources Directorate in 2026/27 is £1.5m as presented in the table below. Details of the proposals is provided in the sections below. The total estimated reduced budget requirement across 2026/27 to 2030/31 is a reduction of £4.7m.

Type	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**	**Total**
	£'000	**£'000**	**£'000**	**£'000**	**£'000**	**£'000**
Starting Budgets (inc. Chief Executive budget)	**32,605**	**34,061**	**30,801**	**27,916**	**27,916**	**153,300**
Previously Approved Budget Pressures	962	0	0	0	0	**962**
Previously Approved Budget Savings	(1,342)	(3,260)	(2,885)	0	0	**(7,487)**
New Pressures	1,836	0	0	0	0	**1,836**
Total Proposed Changes	**1,456**	**(3,260)**	**(2,885)**	**0**	**0**	**(4,689)**
Proposed Revised Budget	**34,061**	**30,801**	**27,916**	**27,916**	**27,916**	**148,611**
**** Based on Draft Budgets***						

1.20. The current assumption is that all of the previously Approved savings included in the March 2025 Council report across 2026/27 to 2030/31 will be delivered in full.

2026/27 Total Budget Pressures

1.21. £2.798m of budget pressures have been identified across 2026/27 to 2030/31, all in 2026/27, and set out in full in the table below.

Category	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	School Landlord functions - Organisational Resilience Asbestos Surveys – reversal of budget created in 2025/26	(30)					(30)
Previously Approved	Strategic Asset Management Team – the team have currently been funded through the use of capital receipts flexibility on a short-term basis but implementation of the Property improvement Plan is not yet completed and revenue staffing base budget needs to be established for the ongoing role of this team in managing the Council's property portfolio	1,000					1,000
Previously Approved	Additional essential IT and digital costs to protect against cyber security and licensing costs	30					**30**
Previously Approved	Reduction in LIFT (Low Income Family Tracker) System contract costs	(38)					**(38)**
New Proposal	Implementation of the Corporate Property Model which was introduced in April 2025. There are some historic shortfalls in utility services budgets and an estimated increase in business rates from the recent revaluation exercise undertaken by Government.	800					800
New Proposal	Finance - staff costs which can no longer be capitalised, funded through the use of capital	420	-	-	-	-	420

Category	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
	receipts flexibility or assumed funded through DSG in line with accounting guidance						
New Proposal	Digital Services – Continued funding of the subscription for the Low-Income Family Tracker to support the Council's work of supporting our most vulnerable residents	50					50
New Proposal	Digital Services – additional budget for a range of license costs increases and cost of essential technology replacement including: • Netcall Licenses (£116,000) • NEC (Revenues and Benefits and Housing) (£450,000)	566					566
Overall Total		**2,798**					**2,798**

2026/27 Budget Savings

1.22. £7.5m of savings will be delivered across 2026/27 to 2030/31, of which £1.34m is in 2026/27 and set out in full in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Increase income from the commercial portfolio estate	(50)	(100)	(75)			(225)
Previously Approved	Digital Transformation – improvement in processes and technology which will lead to reductions in staffing and contract spend. These savings will ultimately be allocated out to the	0	(2,000)	(2,000)			(4,000)

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
	relevant services through the Service Modernisation Programme. £2m 2026/27 savings have now been re-profiled into 2028/29.						
Previously Approved	Digital and Change - ongoing staffing reductions from the restructure that took place in 2024/25.	(75)					(75)
Previously Approved	Property disposals of surplus assets that generates one-off Capital receipts to reduce borrowing costs on the capital programme			(335)			(335)
Previously Approved	London Construction Partnership – increase in income from increased activity	(100)	(225)	(200)			(525)
Previously Approved	Property project to maximise asset efficiency and develop a disposal pipeline	(585)	(635)	(275)			(1,495)
Previously Approved	Reduction in the cost of internal audit contract following re-tender	(32)					(32)
Previously Approved	Asset Management - Continuation of current projects to review all rent and lease agreements within the commercial portfolio and a further reduction in operational sites for the delivery of Council services. Savings will be generated through increased rental income and capital receipts from the routine disposal of sites which will	(450)	(300)				(750)

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
	reduce the need for borrowing to deliver the capital programme.						
Previously Approved	Digital – savings through the rationalisation of platforms, reducing licenses and renegotiating contracts.	(50)					(50)
Overall Total		**(1,342)**	**(3,260)**	**(2,885)**	**0**	**0**	**(7,487)**

2026/27 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

1.23. Following consultation, new or deleted schemes compared to the Capital Programme that was last agreed in March 2025 are noted in the table below.

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
ADDITIONS / NEW SCHEMES								
			0	0	0	0	0	**0**
			0	**0**	**0**	**0**	**0**	**0**
DELETION / REDUCTION								
Finance & Resources	657	Reduction in Digital Schemes	(1,160)					**(1,160)**
			(1,160)	**0**	**0**	**0**	**0**	**(1,160)**
NET MOVEMENT			**(1,160)**	**0**	**0**	**0**	**0**	**(1,160)**

1.24. The proposed Capital programme and funding sources across the five years from 2026/27 to 2030/31 is set out in full in the table below (2025/26 budgets shown for information).

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
316	Essential and planned repairs to the Council's buildings in its operational estate portfolio	7,575	7,600	6,378	897	0		**22,450**
342	Public Protection - To replace life expired IT system	200	0	0	0	0		**200**
4011	Essential and planned repairs to the Council's buildings in its commercial property portfolio	4,000	4,000	3,000	4,186	0		**15,186**
4012	Compliance works for Energy Performance Certificates	1,000	500	500	500	0		**2,500**
602	Digital inclusion for Residents	1,263	860	860	0	0		**2,983**
604	Core infrastructure support (e.g. Microsoft Server Backup)	1,163	662	564	0	0		**2,389**
621	Libraries buildings upgrade	994	0	0	0	0		**994**
607	Replacement of the Council's e-procurement system. This is now being delivered by the project to replace SAP and will be a future decision to Cabinet	114	0	0	0	0		**114**
624	Investment into digital technology - from 2026/27, this is part of scheme 660	120	0	0	0	0		**120**
625	CCTV Move and Replacement of end of Life Infrastructure	1,466	733	0	0	0		**2,200**
626	Replacement of the Council's main data platform which has reached end of life	1,098	1,000	0	0	0		**2,098**
627	Hybrid AV between now and Civic Centre coming on line	694	450	0	0	0		**1,144**

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)
628	New technology to support the Adult Social Care Improvement Plan, specifically the Adults Front Door	989	0	0	0	0		**989**
629	Digital and technology upgrade to the Council's leisure centres following insourcing.	269	0	0	0	0		**269**
635	Mobile Replacement (Smart Phones / Devices)	425	225	0	0	0		**650**
636	Essential and planned repairs and maintenance to the Council's AV and desktop equipment	300	150	0	0	0		**450**
655	Data Centre Move	212	0	0	0	0		**212**
656	BT Big Switch Off	1,546	0	0	0	0		**1,546**
657	Corporate Laptop Refresh	1,719	40	1,100	0	0		**2,859**
659	Essential and planned upgrade to fully implement Microsoft 365	540	0	0	0	0		**540**
660	Service Modernisation Programme - investment into digital technology to improve ways of working and improved access to services by residents, visitors and businesses.	1,965	1,000	0	0	0		**2,965**
Finance & Resources		**27,652**	**17,220**	**12,402**	**5,583**	**0**	**0**	**62,858**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total
Core Capital Programme Borrowing	27,646	17,220	12,402	5,583	-	-	**62,851**
Grants & Contributions from Other Public Bodies	7						**7**
	27,652	**17,220**	**12,402**	**5,583**	**-**	**-**	**62,858**

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Appendix 2 (f)
Corporate Budgets

Corporate Budgets

1.1. The Council has a range of non service specific budgets that are held corporately (outside of service budgets) and managed by the Section 151 Officer. These range from treasury management (interest payable, investment returns), London Wide levies, provisions for pay award and inflation, concessionary fares corporate contingencies and Government grants that are held outside of service budgets.

Proposed Budgets 2026/27 to 2030/31

1.2. The estimated additional requirement for corporate budgets in 2026/27 is £30.6m as presented in the table below. Details of the proposals are provided in the sections below. The total estimated additional budget requirement across 2026/27 to 2030/31 is £317.7m.

Type	2026/27	2027/28	2028/29	2029/30	2030/31	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Starting Budgets	**35,337**	**65,975**	**117,012**	**187,988**	**271,252**	**677,564**
Previously Approved Budget Pressures	30,695	31,554	29,759	33,312	0	**125,320**
Previously Approved Budget Savings	(6,377)	(3,505)	0	0	0	**(9,882)**
New Pressures	11,730	23,049	41,217	49,951	81,743	**207,690**
New Savings	(4,300)	0	0	0	0	**(4,300)**
New Management Actions	(1,110)	(60)	0	0	0	**(1,170)**
Total Proposed Changes to budgets	**30,638**	**51,038**	**70,976**	**83,263**	**81,743**	**317,658**
Proposed Revised Budgets	**65,975**	**117,012**	**187,988**	**271,252**	**352,995**	**995,222**
**** Based on Draft Budgets***						

1.3. The current assumption is that the £5.5m of cross cutting savings approved in March 2025 for the year 2026/27 and £9.1m across 2026/27 to 2030/31 will be reallocated out to directorates in the first half of 2026/27 and delivered in full.

2026/27 Total Budget Pressures

1.4. £333.0m of budget pressures have been identified across 2026/27 to 2030/31, £42.4m identified in 2026/27 and summarised in the table below.

Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Increased General Contingency to mitigate future unknown pressures on the advice of the Section 151 Officer	15,000	25,000	25,000	25,000	10,000	**100,000**
Unallocated employer pension contribution adjustment	(1,200)					**(1,200)**
Total increase for forecast Pay Inflation at 3.5%	6,071	5,204	4,337	4,337	4,337	**24,285**
Total increase for forecast Price Inflation – average of 5%	1,731	1,500	1,526	1,552	1,578	**7,887**
North London Waste Authority levy – 2.5% increase assumed from 2027/28	245	1,099	3,099	5,099	7,099	**16,641**
Other London Wide Levies – 2.5% increase assumed	66	101	137	174	213	**691**
Concessionary Fares – Increase in Haringey's contribution for 2026/27	1,461	2,729	3,928	5,211	6,583	**19,913**
Increase in banking charges as the Council increases use of card payments and to address a historic shortfall on the budget	332	360	389	419	449	**1,948**
Increase/(reduction) in other subscription costs – 2.5% increase assumed	(60)	(49)	(38)	(27)	(15)	**(190)**
Legacy pension inflation costs	90	71	71	71	71	**375**
Minimum Revenue Provision (Capital programme and EFS)	(894)	1,487	3,127	4,127	6,127	**13,976**
General Fund Interest on borrowing (Capital programme and EFS)	16,800	25,400	30,300	38,300	45,300	**156,100**
Public Finance Initiative / Lease Minimum Revenue Provision	1,552	(12,300)	(900)	(1,000)	0	**(12,648)**
Provision for increased costs of operational property	0	1,000	0	0	0	**1,000**
Assumed replenishment of Budget Planning Reserve and Reversal of 25/26 drawdown from Collection Fund Smoothing reserve	1,231	3,000	0	0	0	**4,231**
Total	**42,425**	**54,603**	**70,976**	**83,263**	**81,743**	**333,010**
*** Based on latest NLWA MTFS**						

2026/27 Savings

1.5. £14.2m of savings will be delivered across 2026/27 to 2030/31, of which £10.7m is in 2026/27 and set out in full in the table below.

Categories	Description	2026/27 (£'000)	2027/28 (£'000)	2028/29 (£'000)	2029/30 (£'000)	2030/31 (£'000)	Total (£'000)
Previously Approved	Increased income generated through additional income opportunities across services over and above that which is assumed within service budgets.	(377)	(5)	0	0	0	(382)
Previously Approved	Enabling Services Review - This proposal will review staff who provide enabling services support to the organisation to develop new delivery models that will reduce duplication across services and ensure efficient support to all frontline services across the organisation and is the increased saving on 2025/26.	(1,000)	(500)	0	0	0	(1,500)
Previously Approved	Procurement and Contract Management - This project will be delivered as two workstreams. Workstream 1 will review all existing contracts to ensure value for money. Workstream 2 will put in place increased governance to ensure that for all new contracts all commissioning options have been considered, outcomes for residents offer value for money and are affordable and improve contract management arrangements of suppliers. This is the increased saving on 2025/26.	(3,000)	(3,000)	0	0	0	(6,000)
Previously Approved	Reduced costs of the Council Tax Reduction Scheme for application of the current policy	(2,000)					(2,000)
New Saving	Reduction in employer pension contribution following the tri-annual valuation	(4,300)	0	0	0	0	(4,300)
	Overall Total	**(10,677)**	**(3,505)**	**0**	**0**	**0**	**(14,182)**

2026/27 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

1.6. Following consultation, new or deleted schemes compared to the Capital Programme that was last agreed in March 2025 are noted in the table below.

Directorate	Capital Scheme No	Description	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2026/27 - 30/31 Total (£'000)
ADDITIONS / NEW SCHEMES								
Corporate Items	697	Exceptional Financial Support	89,205	100,000	100,000	100,000	100,000	**489,205**
DELETION / REDUCTION			**89,205**	**100,000**	**100,000**	**100,000**	**100,000**	**489,205**
			0	0	0	0	0	**0**
			0	**0**	**0**	**0**	**0**	**0**
NET MOVEMENT			**89,205**	**100,000**	**100,000**	**100,000**	**100,000**	**489,205**

1.7. The proposed Capital programme and funding sources across the five years from 2026/27 to 2030/31 is set out in full in the table below (2025/26 budgets shown for information)

SCHEME REF	SCHEME NAME	2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 Total (£'000)
697	Exceptional Financial Support	54,000	89,205	100,000	100,000	100,000	100,000	**554,000**
699	Approved Capital Programme Contingency	11,437	5,375	0	0	0		**16,812**
Corporate Items		**65,437**	**94,580**	**100,000**	**100,000**	**100,000**	**100,000**	**560,017**

Source of Funding	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2026/27 - 30/31 Total
Core Capital Programme Borrowing	65,437	94,580	100,000	100,000	100,000	100,000	**560,017**
Total	**65,437**	**94,580**	**100,000**	**100,000**	**100,000**	**100,000**	**560,017**

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Budget 2026/27 Consultation Report

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Executive Summary

The Council's Budget 2026/27 proposals were subject to public consultation between 24 November 2025 and 6 January 2026, attracting 131 responses via the online platform. The consultation sought views on savings, income generation, capital investment priorities, and areas for protecting expenditure.

Key themes emerging from the consultation include:

- Strong support for protecting essential services such as adult and children's social care, housing, libraries, and waste management.
- Mixed views on income generation proposals, with broad support for measures perceived as fair (e.g., charging insurers for CCTV footage) and environmental benefits (e.g., e-billing), but concerns about digital exclusion and affordability.
- Some capital investment proposals were contested, with calls to maintain spending on schools, green spaces, and climate resilience, while reducing expenditure on perceived non-essential projects.
- Respondents emphasised value for money, fairness, and transparency, alongside suggestions for efficiency improvements, digital transformation, and partnership working to reduce costs.

Overall, the consultation reflects respondents' desire to balance budgetary responsibility with safeguarding services for vulnerable residents, while exploring innovative ways to generate income and deliver efficiencies.

Introduction

The Budget proposals for 2026/2027 have been subject to formal consultation. This report sets out the findings of the council's consultation for its budget.

Technical Details and Method

The consultation ran from 24th November 2025 to 6th January 2026. The survey was hosted at https://haringeybudget2026.commonplace.is with hard copies of the consultation document also available on request in libraries.

The consultation was widely promoted via the council's resident magazine, Haringey People Extra, the council's business e-newsletter, the council's website and via social media.

Stakeholder Events

A Business Budget Briefing Webinar was held on Tuesday the 2nd December 2025.

Questionnaire Design

Respondents were asked a range of questions including:

- Whether they supported some proposals
- To what extent some proposals would impact them and give any reasons for their response.
- To share their views on capital spending reductions and capital investments.
- To share any other changes or proposals that might save money or achieve better value from council spending or generate income.
- Their views on priorities for protecting spending and any other thoughts on the council's proposed budget.

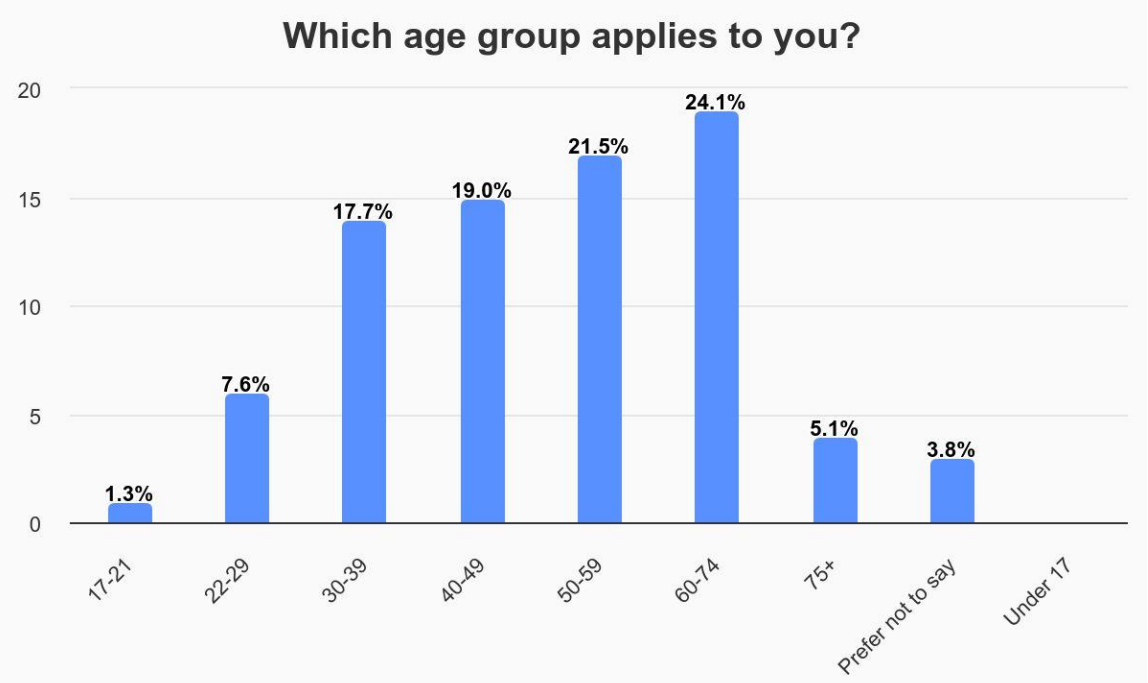
Responses to the Consultation

131 responses were received through the online survey.

No hard copies were received.

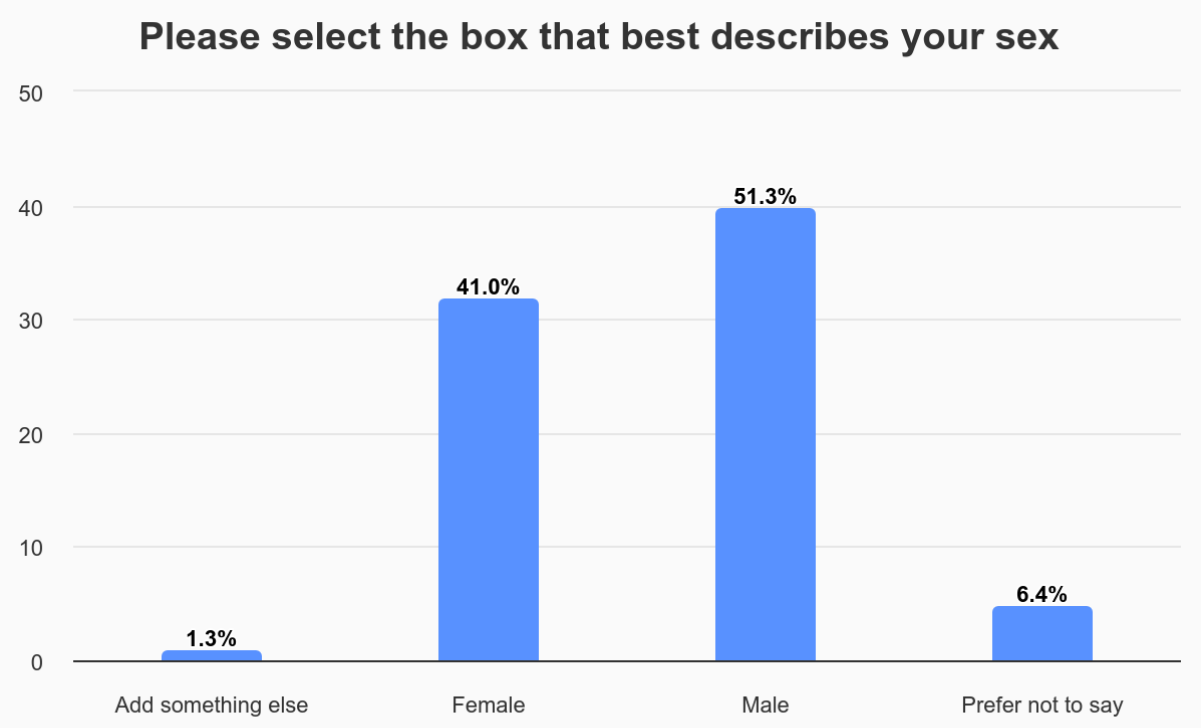
Respondents Demographic Data

Age



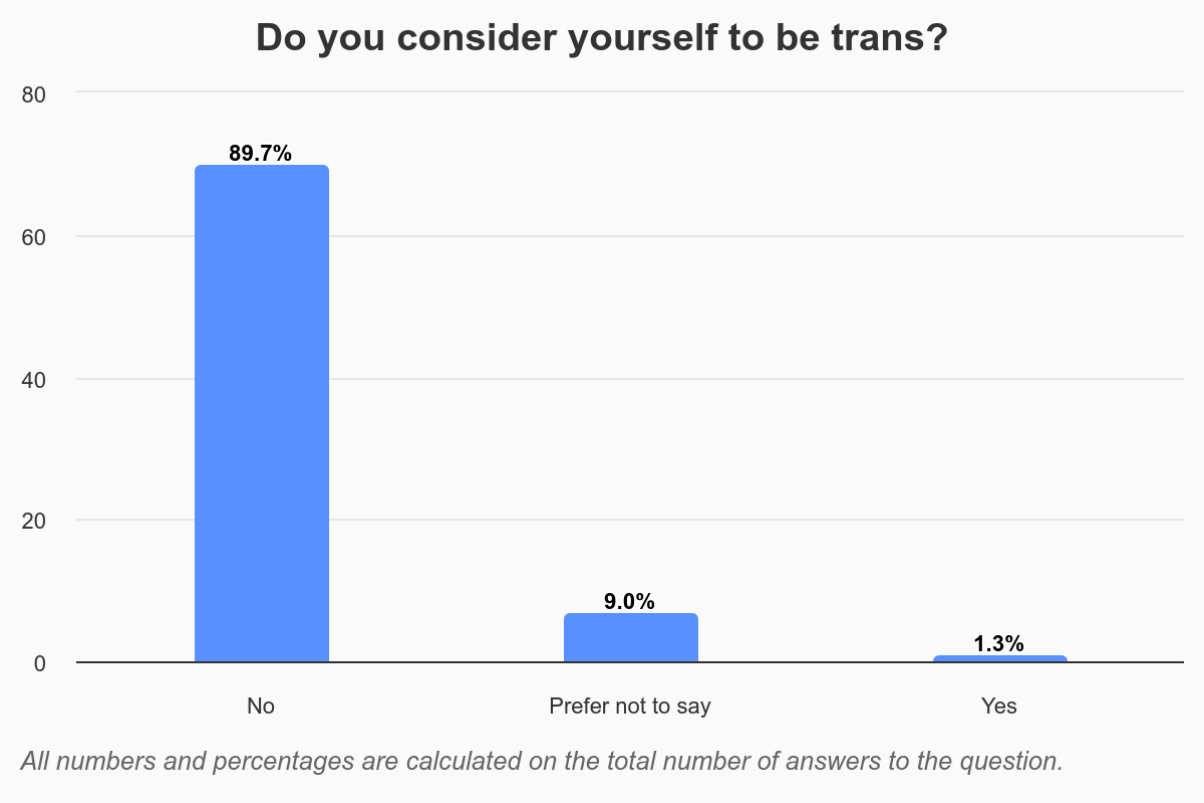
All numbers and percentages are calculated on the total number of answers to the question.

Sex



All numbers and percentages are calculated on the total number of answers to the question.

Gender Reassignment



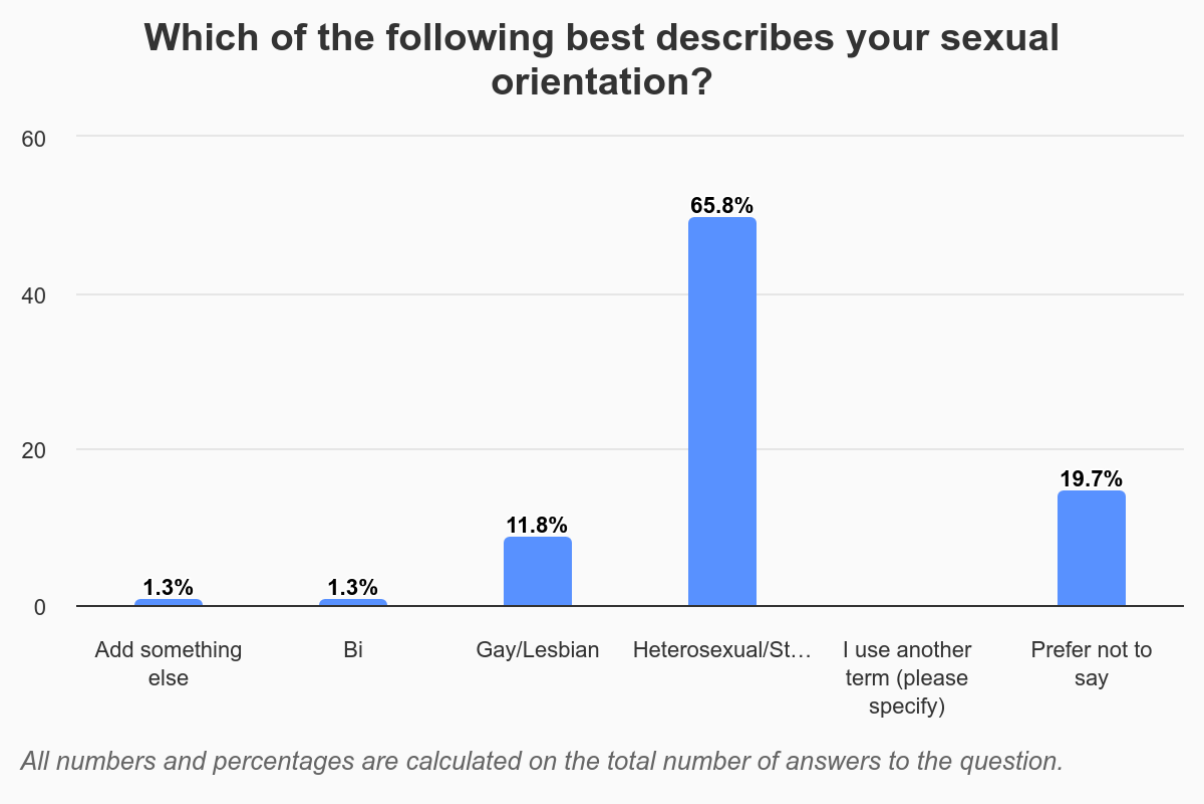
All numbers and percentages are calculated on the total number of answers to the question.

Ethnicity

Category	What is your ethnicity? Numbers of respondents
Asian/Asian British - Bangladeshi	0
Asian/Asian British - Chinese	1
Asian/Asian British - Indian	1
Asian/Asian British - Other	0
Asian/Asian British - Pakistani	0
Black/African/Caribbean/Black British - African	2
Black/African/Caribbean/Black British - Caribbean	2
Black/African/Caribbean/Black British - Other	0
Kurdish	0
Latin American	0
Mixed/Multiple - Other	1
Mixed/Multiple - White and Asian	1
Mixed/Multiple - White and Black African	0

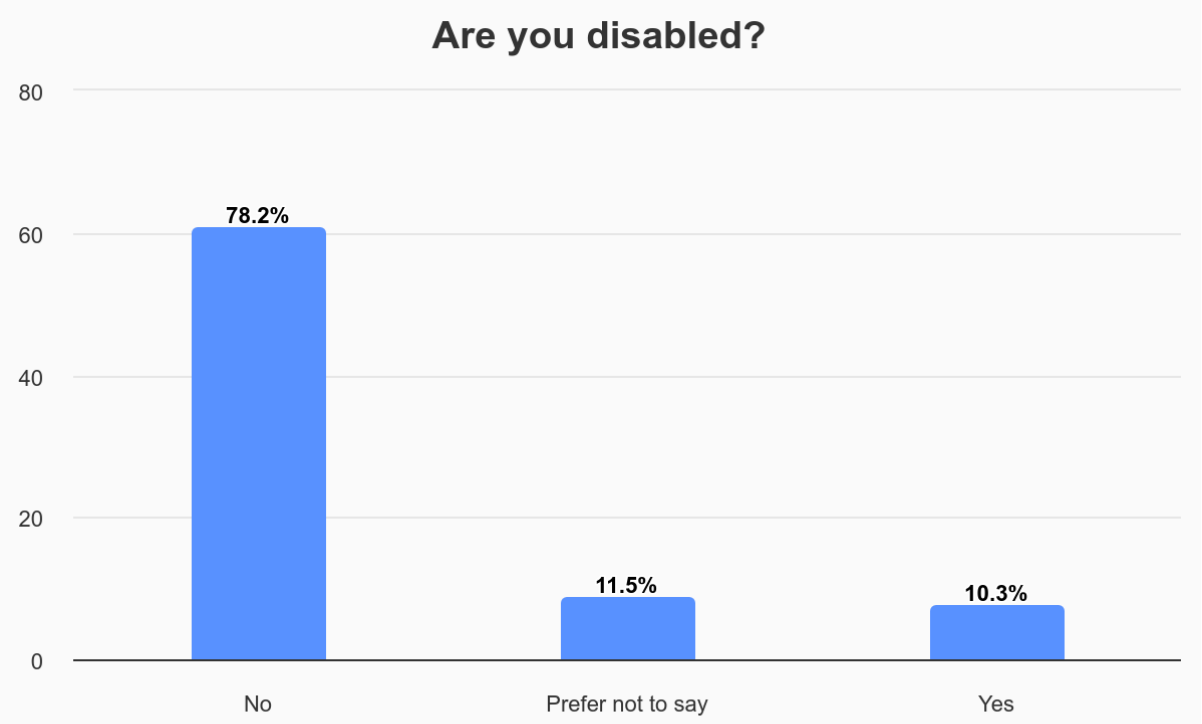
Mixed/Multiple - White and Black Caribbean	1
Other ethnic group - Any other ethnic group	2
Prefer not to say	5
Turkish	0
White - English/Welsh/Scottish/Northern Irish/British	41
White - Gypsy or Irish Traveller	0
White - Irish	4
White - Other	20
White - Roma	0

Sexual Orientation



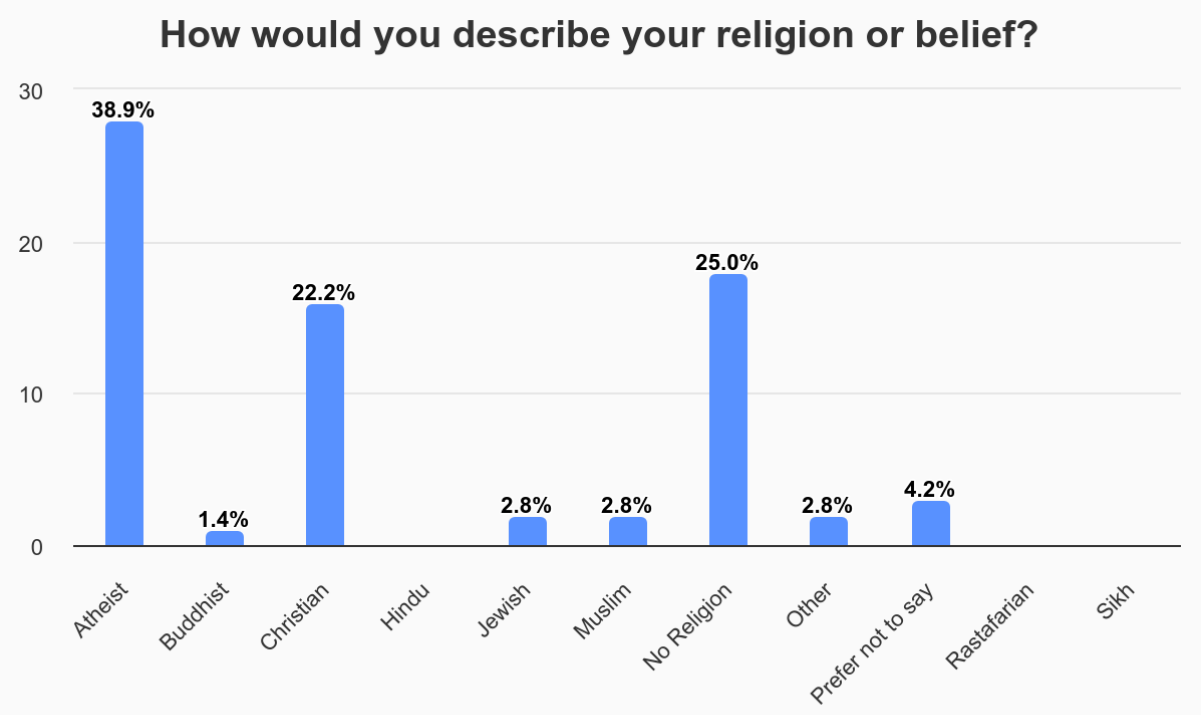
All numbers and percentages are calculated on the total number of answers to the question.

Disability



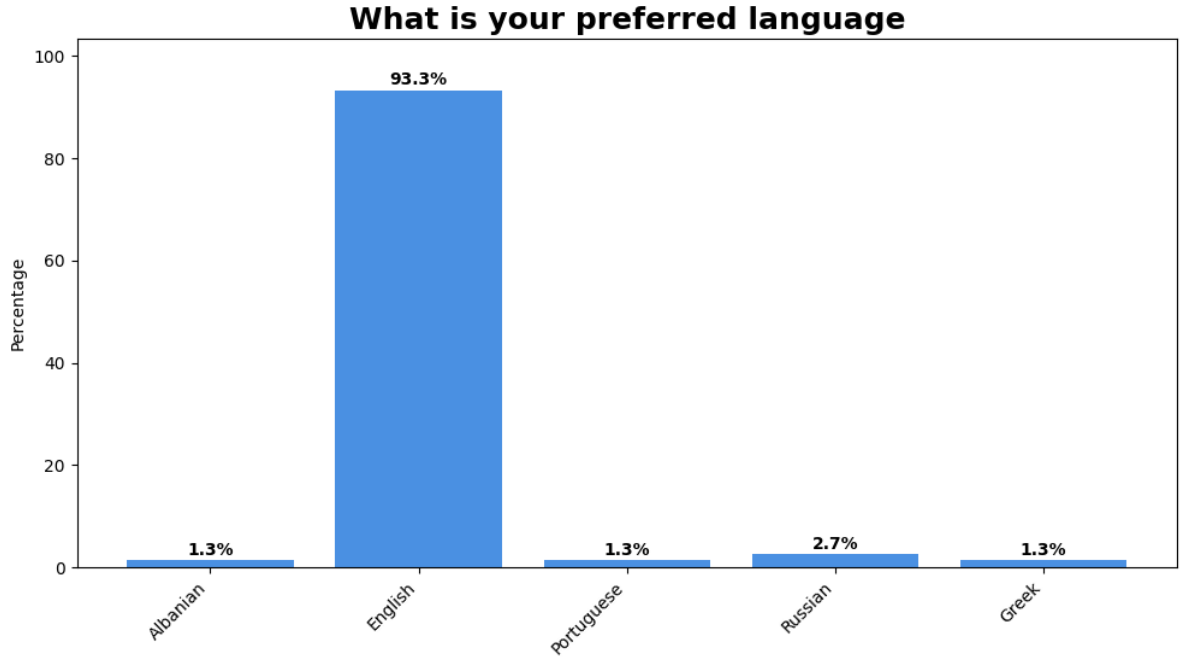
All numbers and percentages are calculated on the total number of answers to the question.

Religion or Belief



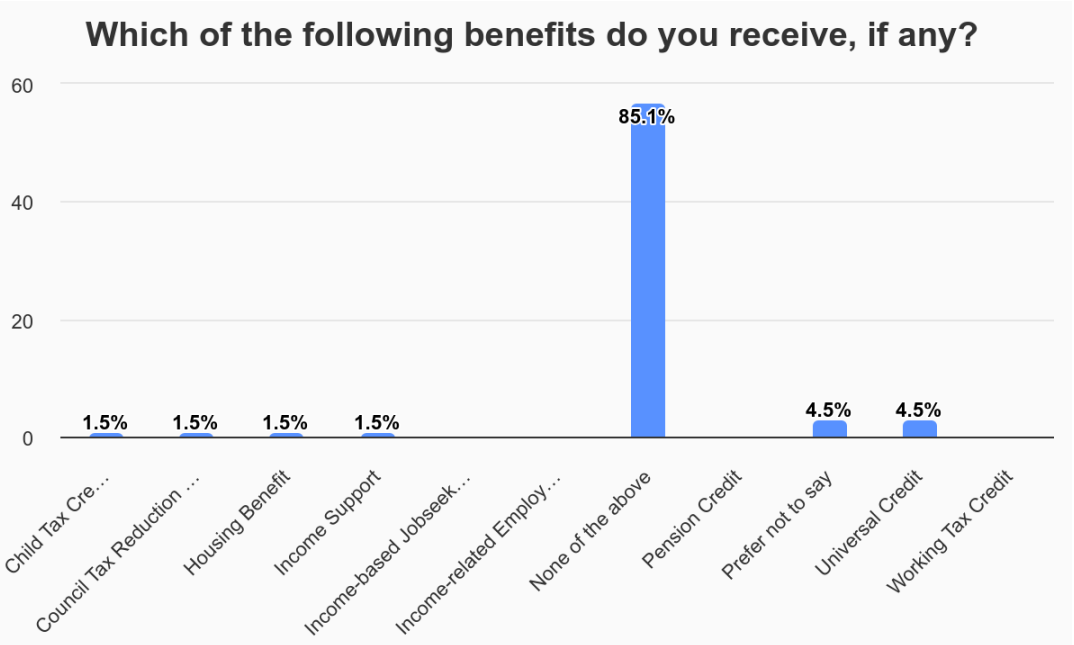
All numbers and percentages are calculated on the total number of answers to the question.

Preferred Language



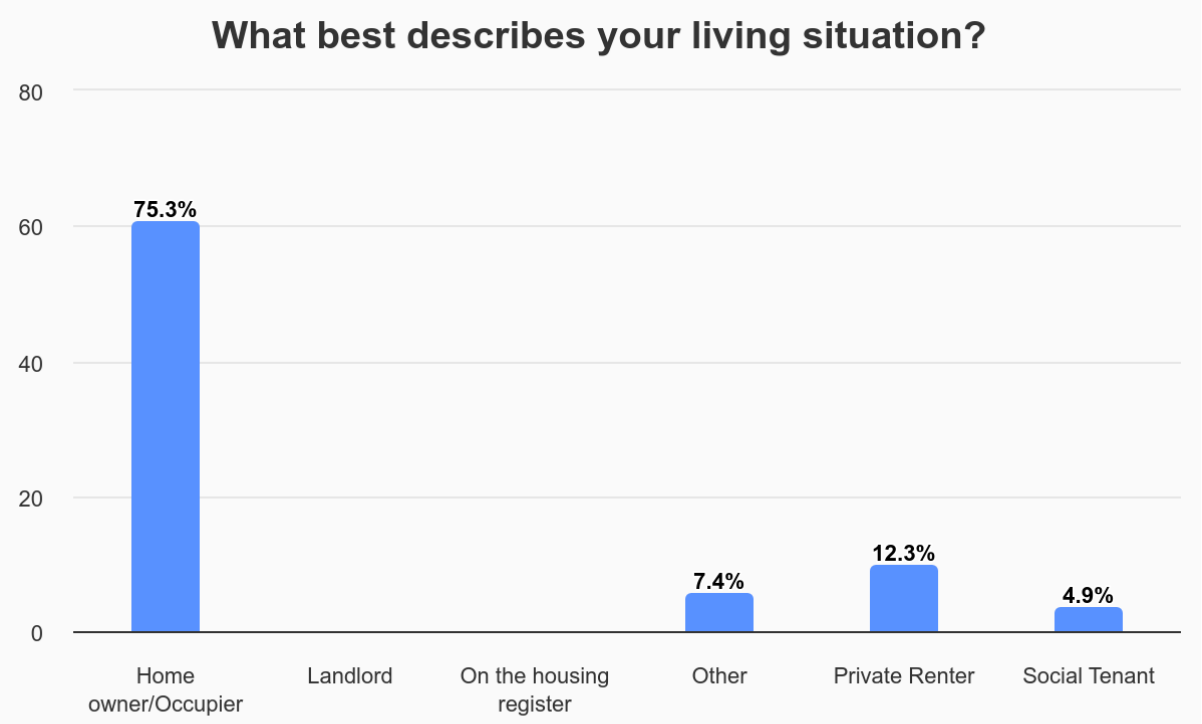
All numbers and percentages are calculated on the total number of answers to the question.

Receipt of Benefits



All numbers and percentages are calculated on the total number of answers to the question.

Living Situation



All numbers and percentages are calculated on the total number of answers to the question.

Summary of Findings

The consultation revealed a diverse range of views on the council's proposed budget measures:

Savings and Income Generation

Leisure centres: Support for commercialisation to reduce subsidy, provided affordability and quality are maintained; concerns about rising costs and prioritisation.

E-Billing: Majority support for digital billing on cost and environmental grounds, with caveats around digital exclusion and security.

CCTV charges: Broad agreement that insurers should pay for footage, seen as fair and a revenue opportunity; concerns about victim access and delays.

Adult Social Care Charging: Mixed views; some highlight fairness and efficiency, others fear hardship for vulnerable residents.

Private Sector Leasing incentives: Support for increasing PSL stock to reduce temporary accommodation costs, but some concerns raised about rewarding landlords versus investing in social housing.

Children's Services: Strong support for in-house solutions for care leavers and fostering, seen as cost-effective and better for wellbeing.

Capital Spending

Respondents prioritised investment in schools, housing, waste management, and climate resilience. There was opposition to cuts in clean air initiatives and concerns about spending on Alexandra Palace and other non-essential projects.

Additional Suggestions

Calls for efficiency through digital transformation, fraud reduction, and streamlined management. Suggestions for income generation included higher charges for non-essential services, fines for non-compliance, and leveraging council assets.

Spending Priorities

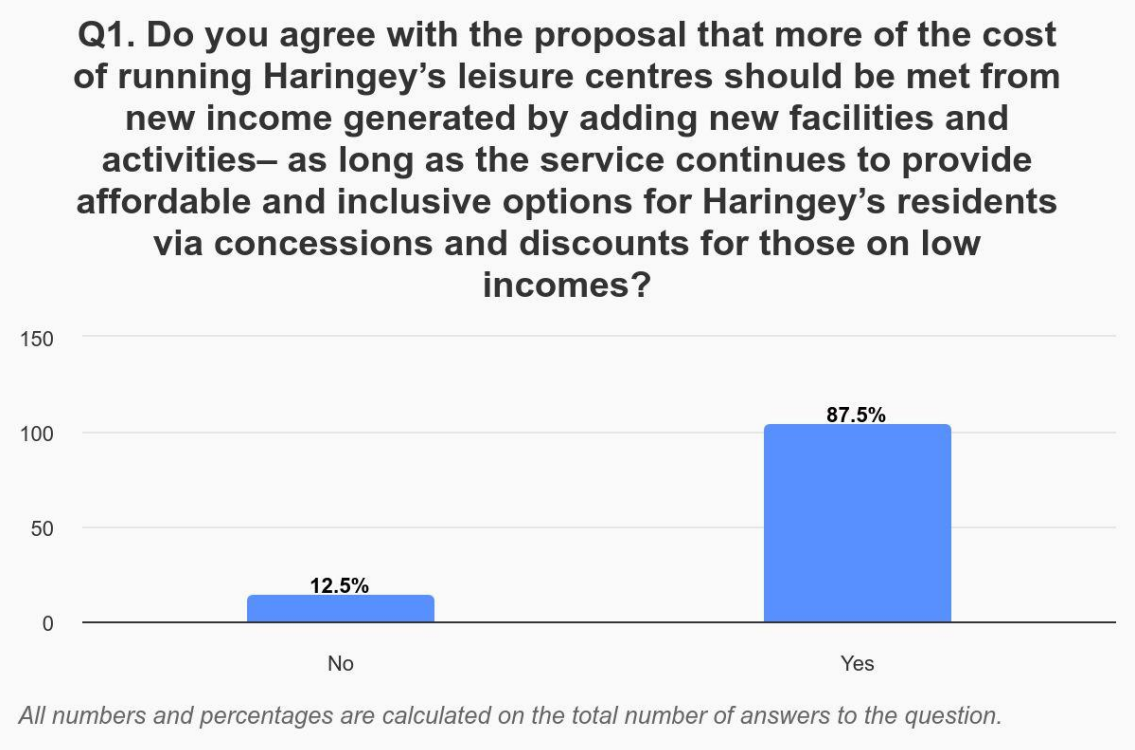
Protecting social care, housing, libraries, and environmental initiatives were consistently highlighted by respondents. External consultants, and non-critical services were seen as less of a priority.

Detailed Findings: Savings and Income Generation Proposals

Environment and Resident Experience

Proposal 1 - Leisure centre savings and increased income through delivery of a commercialisation plan

Question 1 - Do you agree with the proposal that more of the cost of running Haringey's leisure centres should be met from new income generated by adding new facilities and activities – as long as the service continues to provide affordable and inclusive options for Haringey's residents via concessions and discounts for those on low incomes?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

Responses not supportive of the proposal

Those who didn't support expressed concerns about existing facilities, what additional money would be spent on, and which facilities, if any, would be added. There were also concerns over the rise in cost as it was felt by some. There were responses that suggested that added investment was unnecessary and that the leisure services were fine as they are.

There were also suggestions that given the overall challenges the council and its residents deal with, upgrading leisure centres should not be a priority. There were also concerns about the overall cost for the council rising due to managing any extra services with a suggestion being to lease out the café space to one of the national chains.

There were concerns for providing subsidies, some felt they just missed out on the criteria but were still in need. There were also those who didn't think the increase in revenue by was realistic with fears it would end up more costly.

Responses supportive of the proposal

There was support on the grounds that all services should pay their way, particularly with the wider need across the council such as housing. There was also support on the ground that all residents regardless of income or ability to access them and this would help those who are currently struggling to enjoy their lives and is an effective way of reducing mental health challenges and is vital to the borough's health and wellbeing.

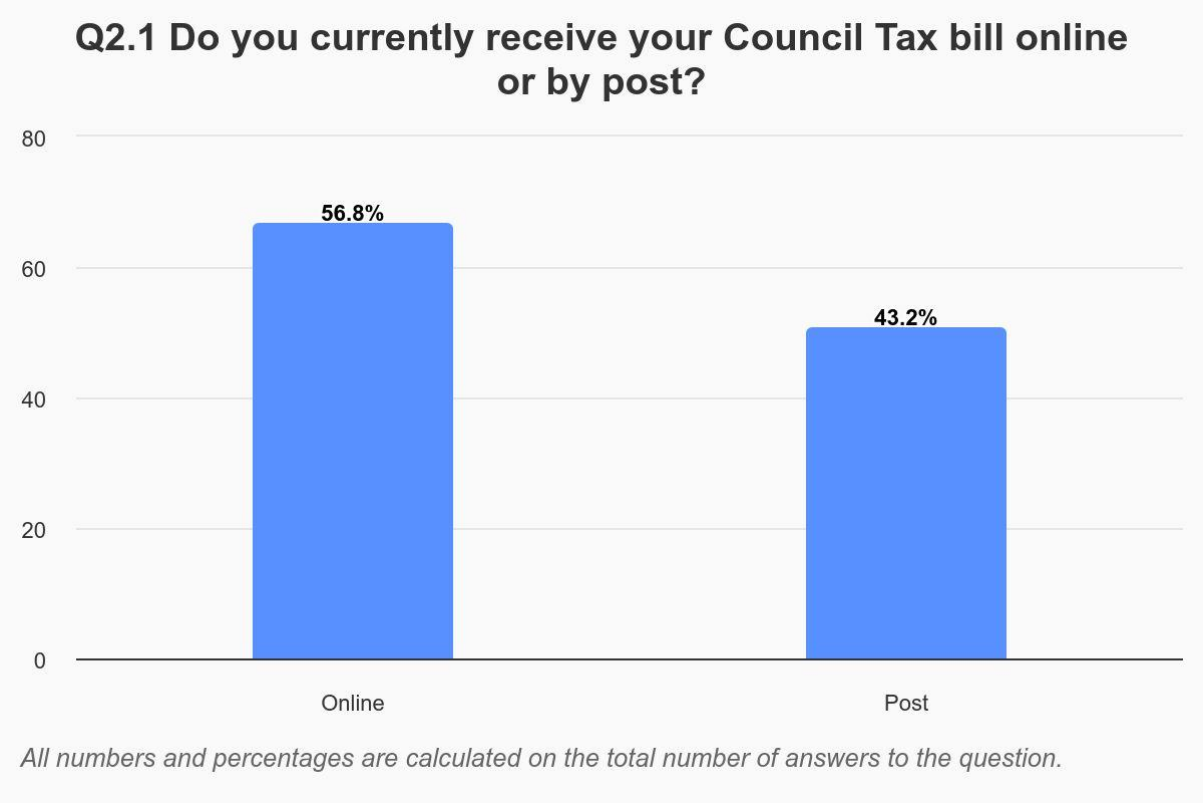
Some felt it was fair and even necessary due to the current economy. It was noted that there was a real need for facilities to be invested in. There was also support for the principal that leisure centres should be profit centres, rather than costs for the council and that those who don't use the centres shouldn't be asked to pay to subsidise it.

There were caveats on the grounds that the rise in costs was reasonable. Some showed support although would like to understand how "Low Income" was defined. It was felt that services should be paid for by those who use them. There was also support providing concessions would be made to those who need it.

It was also felt necessary that if those who used it had to pay more, then the quality of services needs to remain high.

Proposal 2 – Increasing the number of residents accessing their Council Tax bill online ("e-billing") and online forms

Question 2.1 – Do you currently receive your Council Tax bill online or by post?



All numbers and percentages are calculated on the total number of answers to the question.

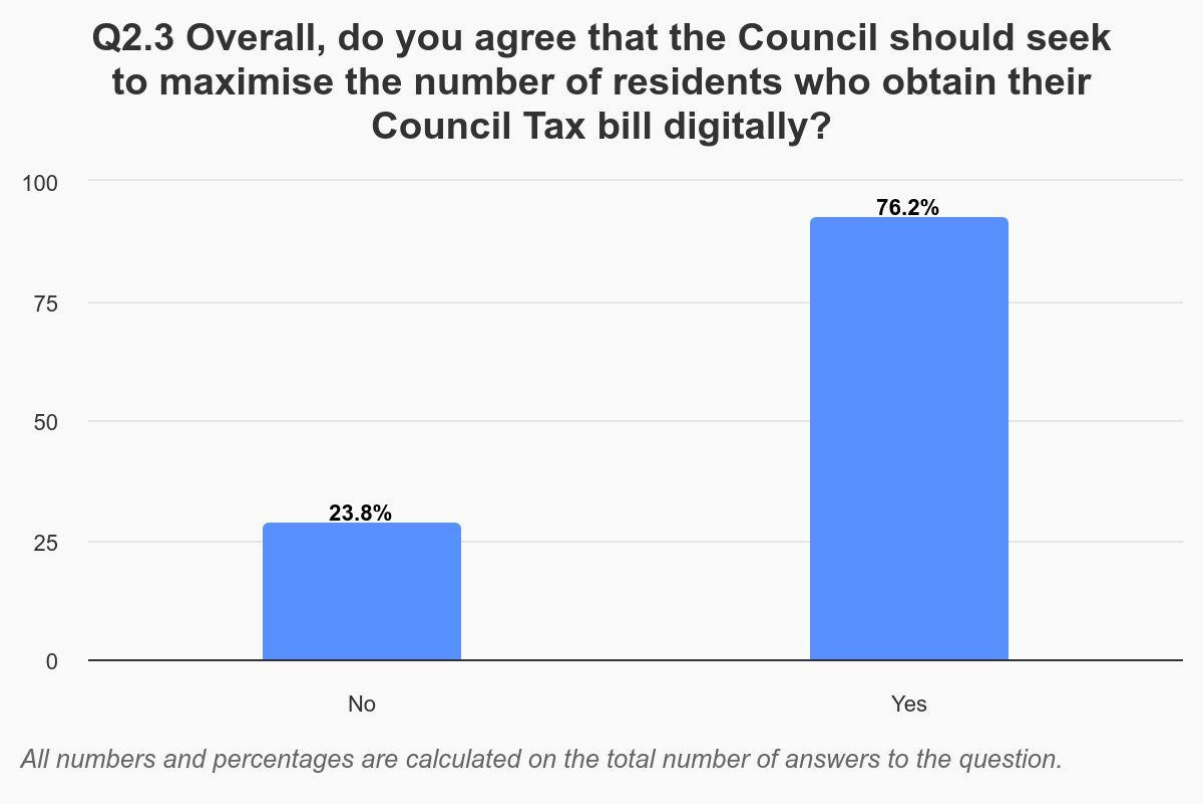
Question 2.2 – If you receive your Council Tax bill by post, do you have any concerns about e-billing that would put you off signing up?

For those who had concerns, there was a fear of the challenges of those who do not have access to the internet to view their bills. They thought this may put added pressure on services that to help people to manage their bills. It also was felt it would add extra cost to people who may be forced to pay for wi-fi access.

There were concerns that the council is not more tolerant of late payment so it would add more pressure. There were also concerns that the emails may end up missed or in spam as has happened with previous bills.

Some felt they were concerned about the security of their personal information. Others felt they needed the bills to use as I.D. for other external services.

Question 2.3 – Overall, do you agree that the Council should seek to maximise the number of residents who obtain their Council Tax bill digitally?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

Responses not supportive of the proposal

There were concerns over cyber security and whether it was worth the savings which some felt that advertising campaign would eat into it and would rather the amount be spent elsewhere. Some prefer to know their bill is on paper and would rather. Some felt it was an unimportant change in the grand scheme of things and the wrong decision to make savings.

There were also concerns about those without digital accessibility and those who needed printed documents for identification purposes. Some felt it should be a choice rather than mandatory. Others had concerns about missing emails with their bills in.

Responses supportive of the proposal

There were suggestions to add a surcharge on getting it via post rather than a saving for digital. Some added the caveat that those who are not digitally literate be given extra help and others felt those who didn't have access to the internet should be provided with paper documents.

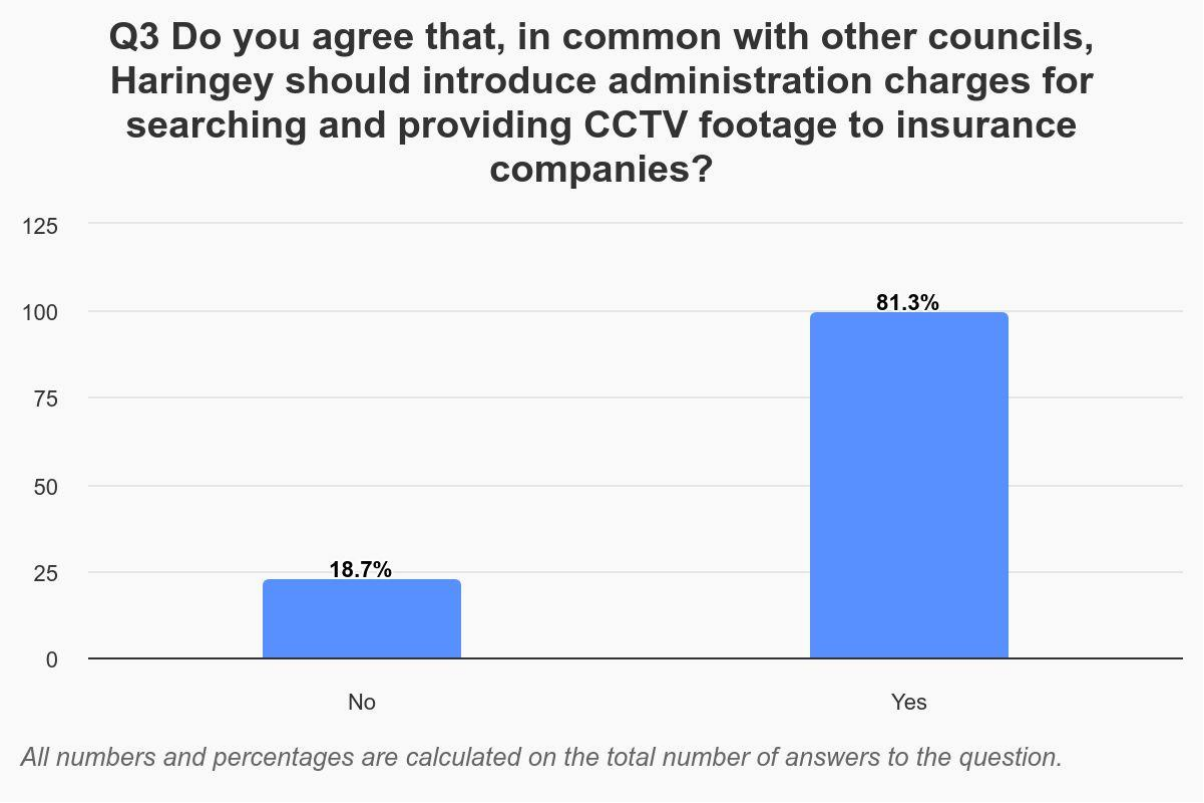
Some felt that it was not a new idea so people should be able to use it. It was also supported as a quick fix to earn money. There was support on environmental grounds due to the lack of paper used. There were suggestions that if an email address was already provided, the

council should just make an executive decision that the council tax bill will be delivered digitally reflecting what a number of other companies had done.

There was a lot of support on the grounds of the savings it provided. Some did have concerns over how usable the digital services may be as they had past troubles with the council.

Proposal 3 – Charge to Insurers for CCTV footage

Question 3.1 - Do you agree that, in common with other councils, Haringey should introduce administration charges for searching and providing CCTV footage to insurance companies?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

Responses not supportive of the proposal

Some respondents didn't support the proposal for reasons including that charges should never apply when footage is needed for victims of crime, stressing it was already difficult to get CCTV footage. It also included concerns over it causing delays in investigations.

There were also concerns it would push up insurance costs and lead to fewer requests risking further crime. There were also suggestions to use Artificial intelligence to streamline the process and make it cheaper for the council.

Responses supportive of the proposal

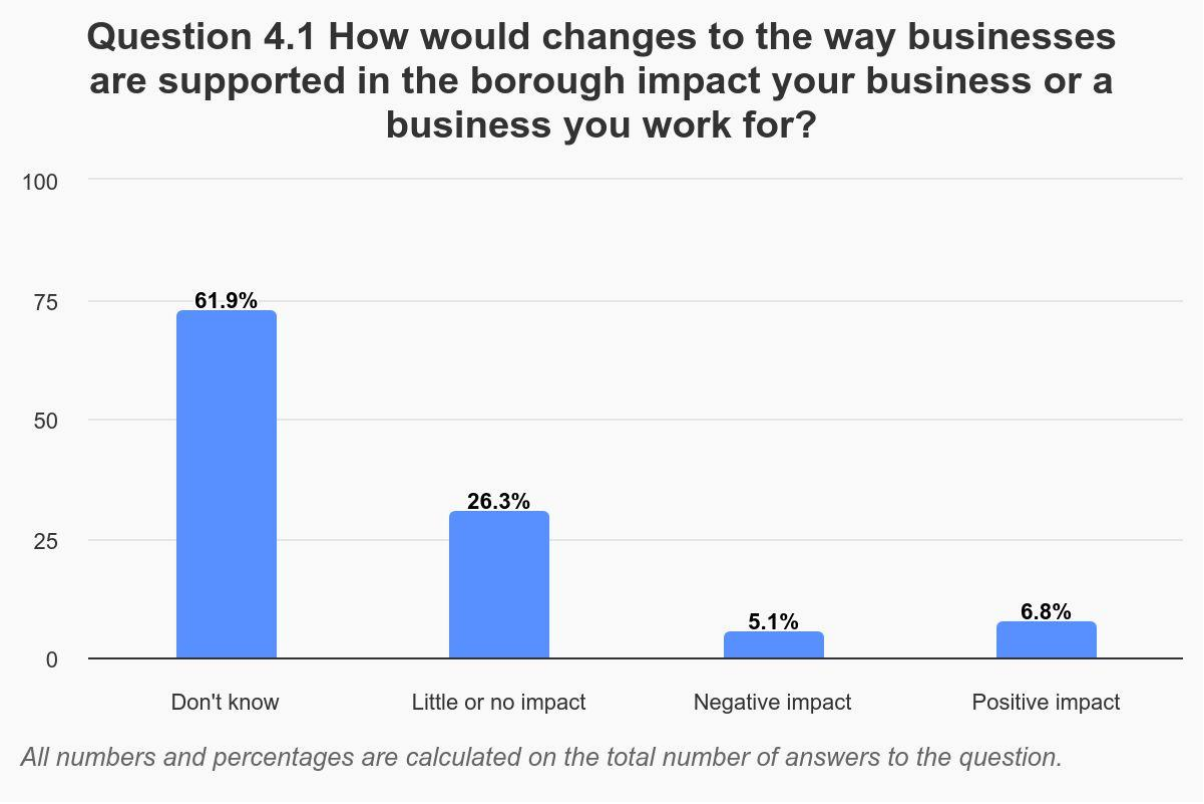
Some felt that as the insurance companies were a commercial outfit and may profit from the CCTV, they should be asked to pay. It was also noted that it was preferable for Insurers to pay rather than the council and council tax payers with others surprised it wasn't already in place. Some felt it was a good source of revenue.

There were some who felt that it was fine as insurance companies could afford it. There was qualified support as long as the pricing was reasonable.

Culture, Strategy and Communities

Proposal 4 - Review of support to businesses

Question 4.1 – how would changes to the way businesses are supported in the borough impact your business or a business you work for?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

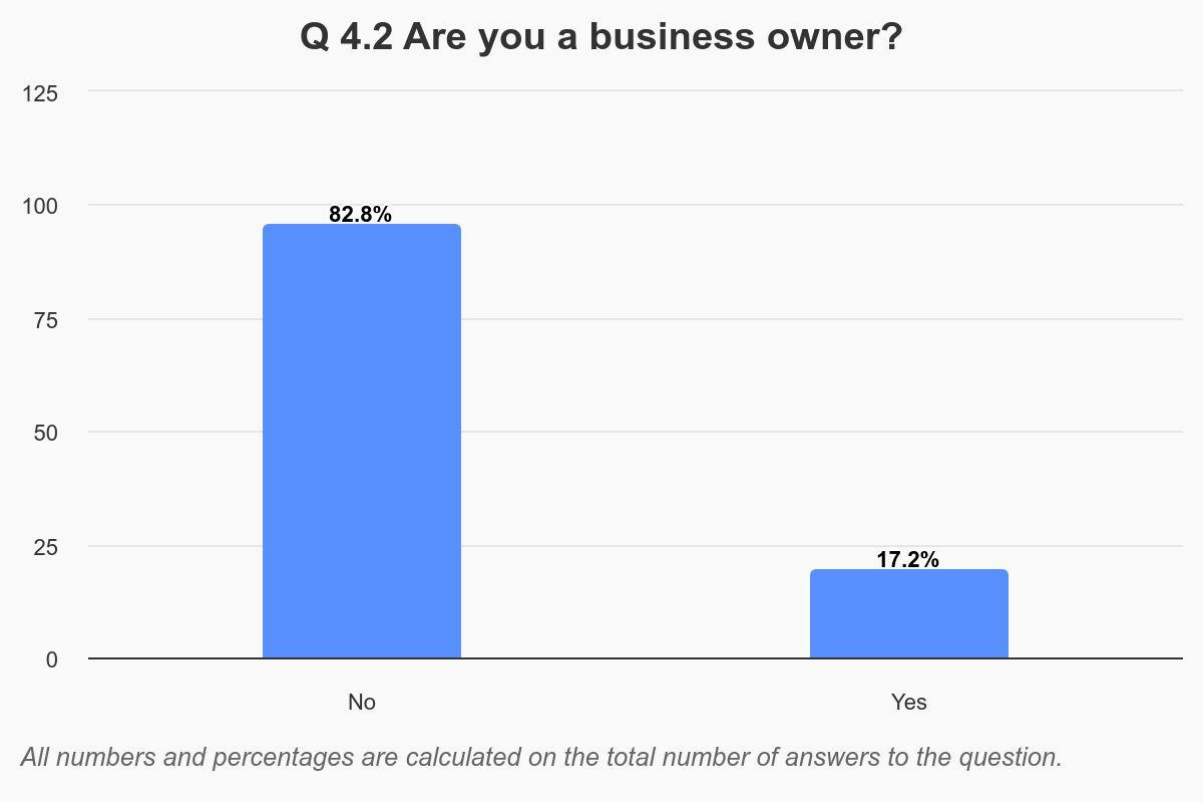
Don't know

Respondents who ticked don't know did so as they did not own a business in Haringey. Some felt the terminology was too vague and did not indicate what the council actually meant.

Little or no impact

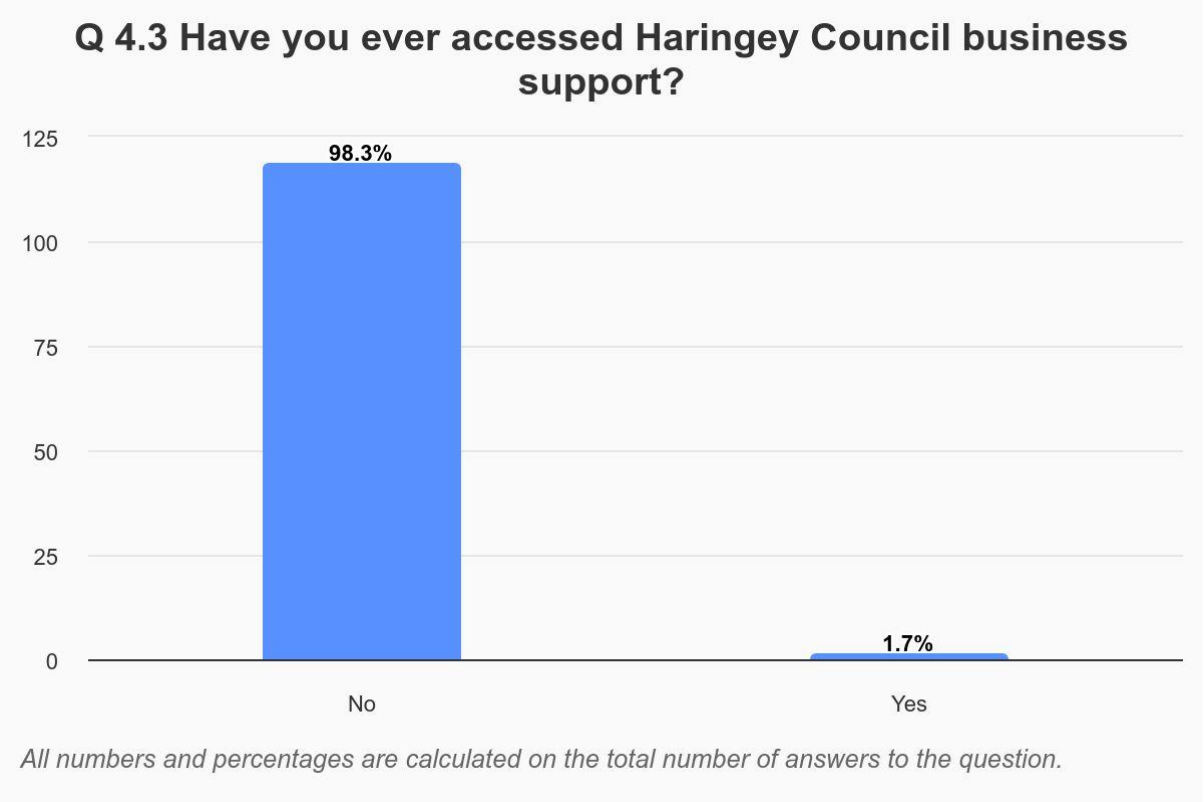
Most respondents did not manage businesses in Haringey.

Question 4.2 Are you a business owner?



All numbers and percentages are calculated on the total number of answers to the question.

Question 4.3 Have you ever accessed Haringey Council business support?

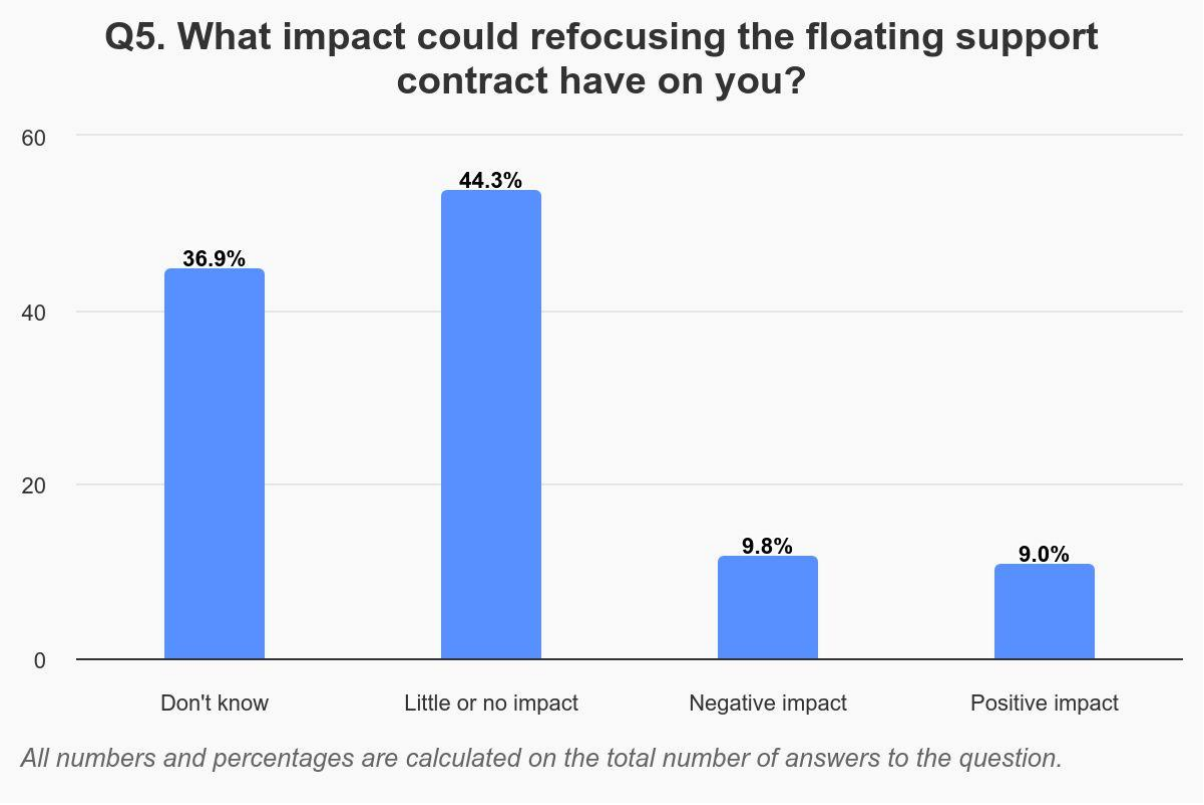


All numbers and percentages are calculated on the total number of answers to the question.

Adults, Health and Housing

Proposal 5 - Reduction in floating support contract

Question 5.1 - What impact could refocusing the 'Floating Support' contract have on you?



Please give reasons for your answer:

Don't know

Those who didn't know said it was because they didn't fully understand potential implications. There were also those who felt they couldn't answer as they had no experience of these services. Some were unaware of what floating support actually is.

Little or no impact

The majority of those who chose this option did so as they do not seek housing support. Some did still state concerns they have for others, particularly if there was a withdrawal of any service.

Negative impact

There was concern about reducing money off a budget when homelessness appeared to be rising. Some stressed it would be better for the council to intervene earlier, helping people stay in their homes rather than waiting until they are homeless.

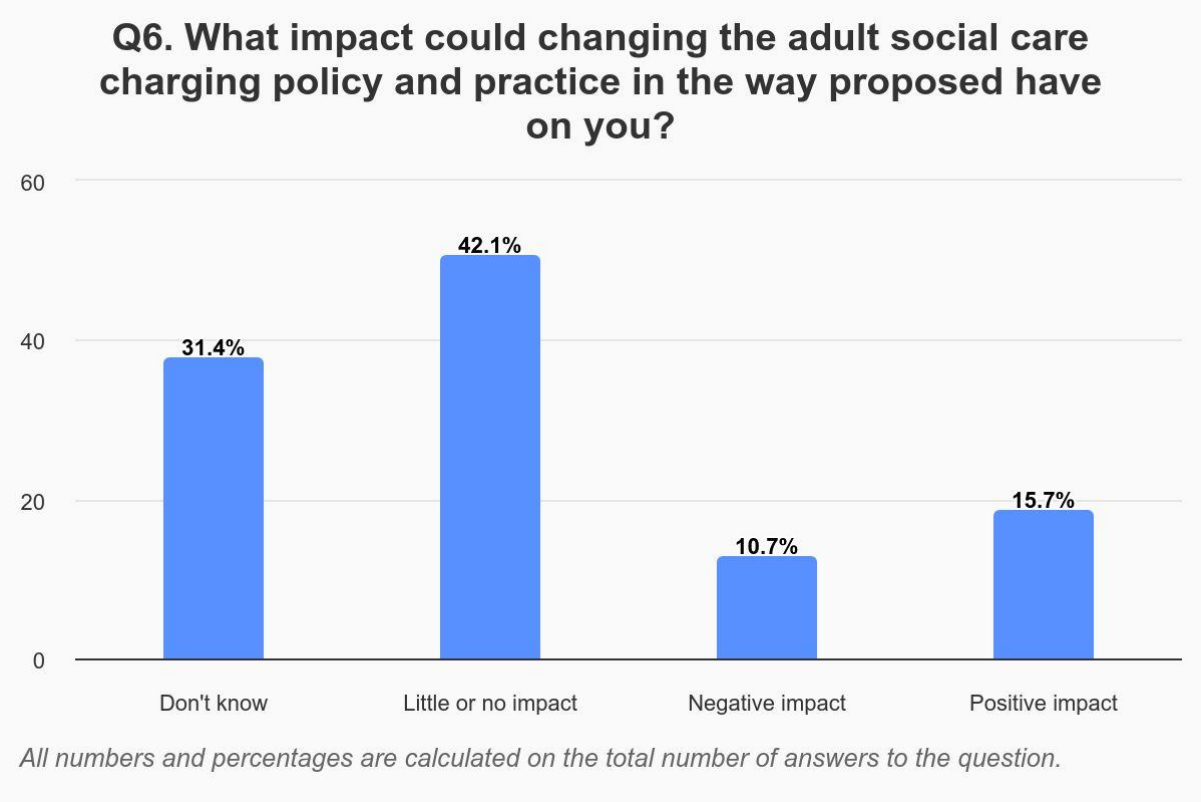
There were concerns about the council's ability recognise when residents have complex needs or are in crisis. It was also felt this was not a good strategy to look after the most vulnerable. Some suggested it would boost a rise in homelessness sending the burden elsewhere.

Positive impact

One person thought it would be fair in the circumstances, another supported the reduction if would bring in the overall benefit. One person thought a better service could be transformative.

Proposal 6 - Review of Adult Social Care Charging Policy and strengthening financial assessment processes

Question 6.1 - What impact could changing the adult social care charging policy and practice in the way proposed have on you?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

Don’t know

Those who selected ‘don’t know’ did so as they did not need the service but could see the impact it would have on others. Some were concerned that it may make people more reluctant to request care, especially if they are on low income. Some felt that the previous system was unsatisfactory, and others noted this would need more detail.

Little or no impact

Those who selected little or no impact did so as they do not seek the service. Some also did not understand what was being proposed. Some stated that those in need should gain assistance.

Negative impact

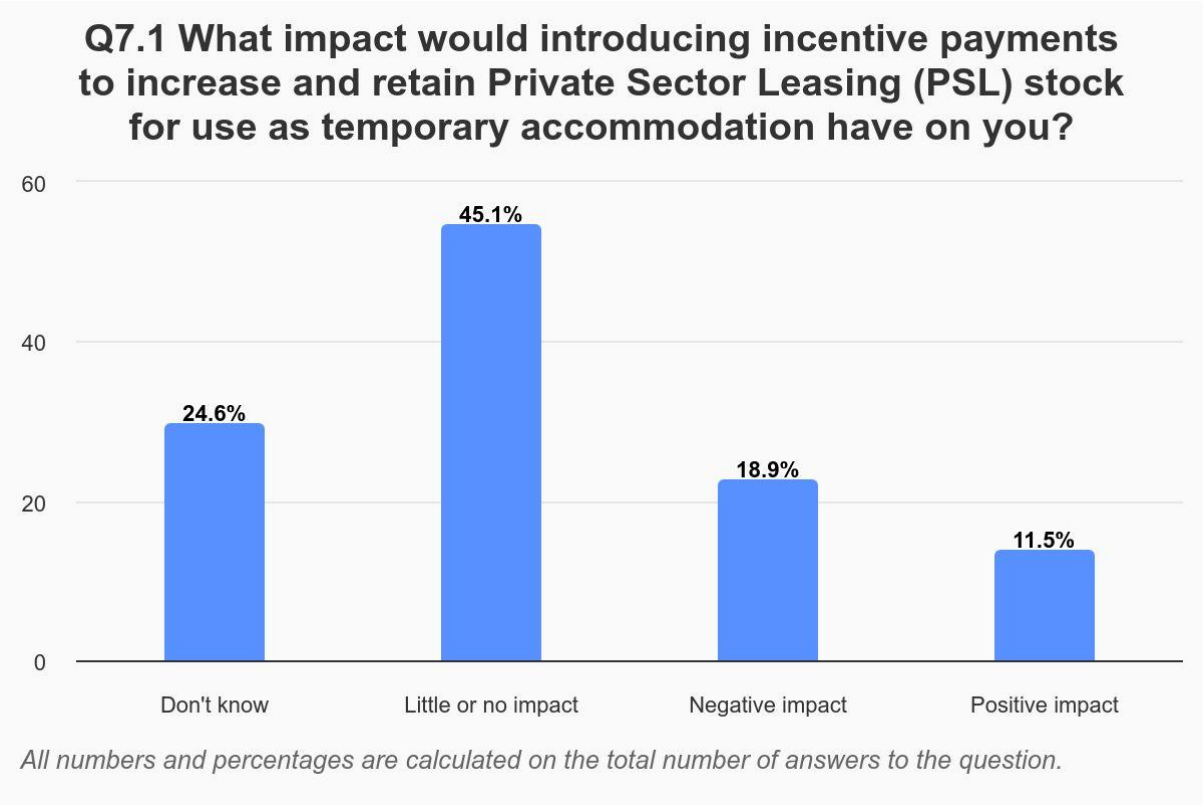
Some felt the council was taking money from the most in need to support other projects that were less of a priority or deemed as a vanity project. Others felt that people may be asked to pay more than they can afford. Some believe it will impact the most vulnerable. It was suggested that there are other, more efficient ways to work without needing more staff. Some were concerned the savings could eventually come at the cost of people's lives. Some felt it was discriminatory against those in and potentially a breach of the equality act.

Positive impact

Some thought the approach was fairer and more efficient. However, there were concerns that the amount to be saved was a bit ambitious.

Proposal 7 - Incentive payments to increase and retain Private Sector Leasing (PSL) stock for use as temporary accommodation

Question 7.1 - What impact would introducing incentive payments to increase and retain Private Sector Leasing (PSL) stock for use as temporary accommodation have on you?



Please give reasons for your answer:

Don't know

Those who selected don't know did so as they had no experience of the matter. Some did note that they were uncomfortable with "rewarding landlords". There were also questions around alternatives such as sourcing more properties to turn into social housing.

Little or no impact

Those who selected this option did so mainly as they were not social tenants or leaseholders. One respondent noted that it was a good idea to incentivise landlords to let their properties.

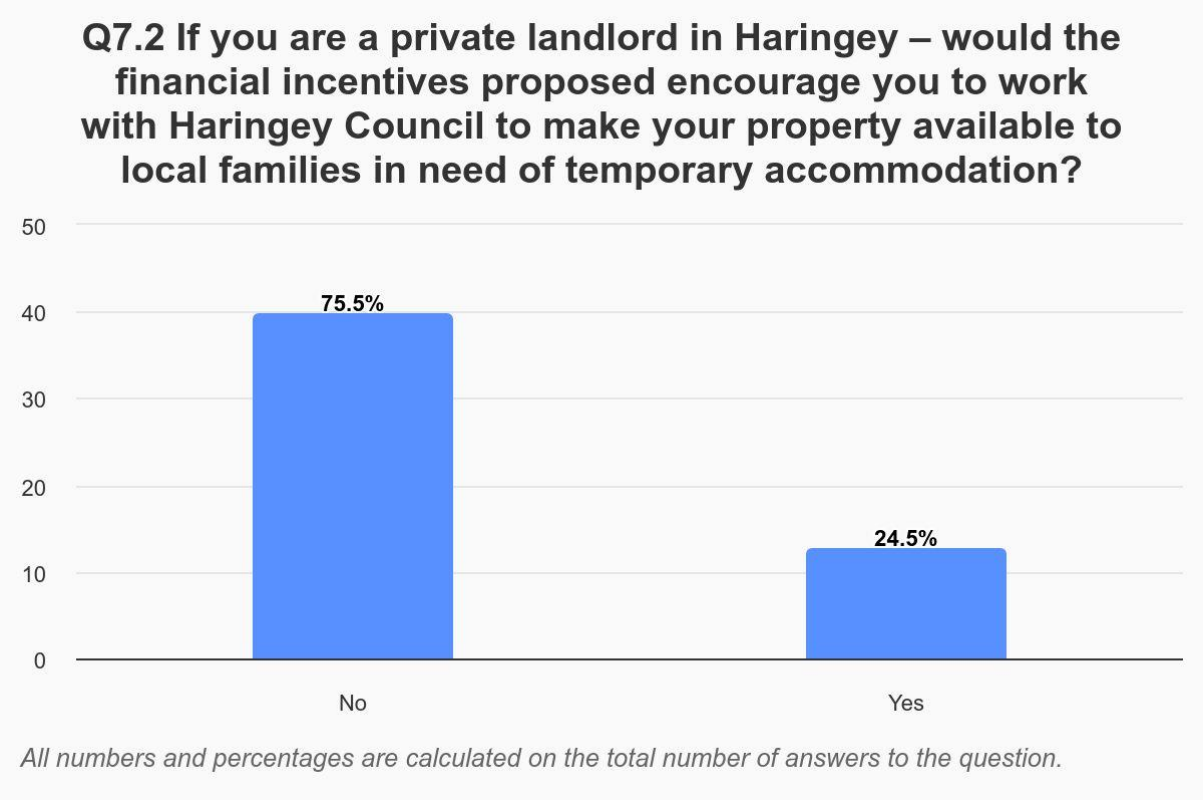
Negative impact

There were concerns about giving extra money to landlords when it is needed elsewhere. Some thought that instead the council should be building more social housing with rent and secure tenancies. Some thought the use of PSL stock for temporary accommodation should be stopped altogether. Some had concerns about the number of renters in the borough and the impact that was having. There were calls for the council to focus on rent controls.

Positive impact

Some thought it would solve the issue of empty houses. There was also support for the reduction in spending the council would have.

Question 7.2 – If you are a private landlord in Haringey – would the financial incentives proposed encourage you to work with Haringey Council to make your property available to local families in need of temporary accommodation?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

‘Yes’ Responses

Some had qualified support where it would need to be equal or higher to the market rate, others said they may possibly be happy to rent to young families.

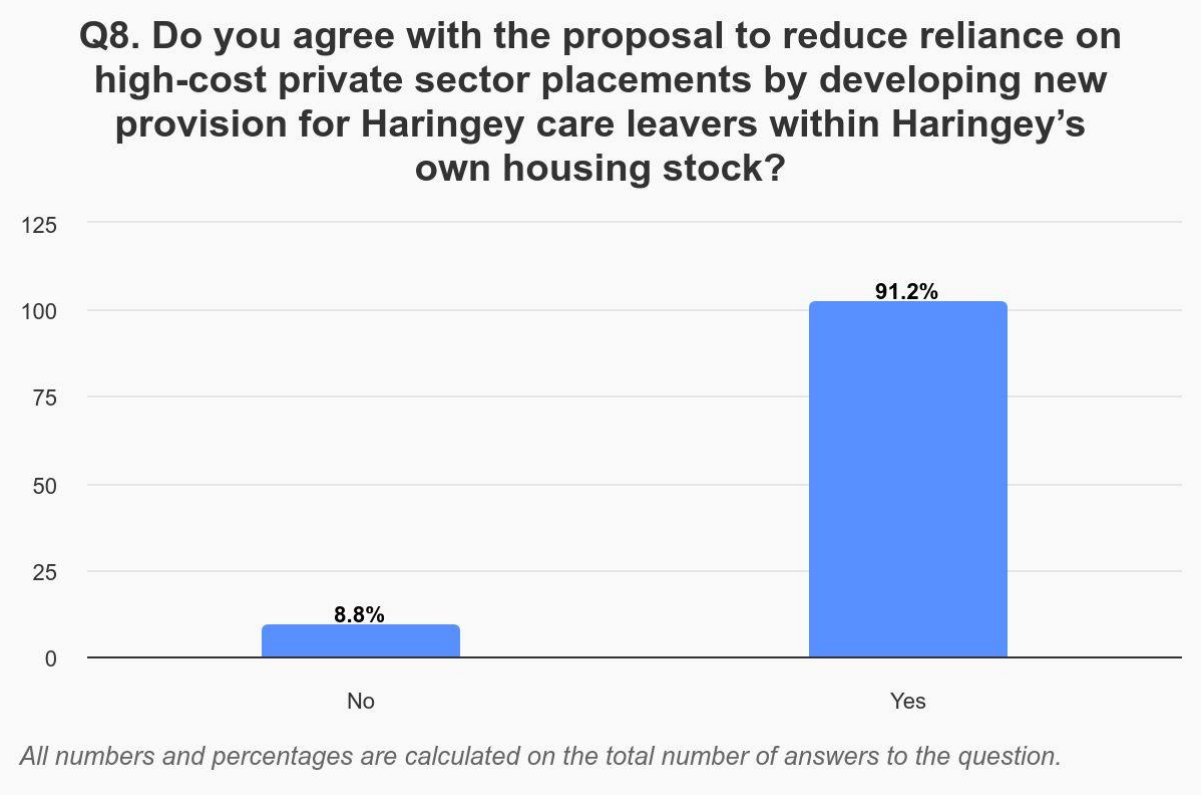
‘No’ responses

Those who said no did so mainly were because they were not private landlords. Some expressed fears about property damage and others thought it was not worth the hassle. There were also some who stated as a leaseholder they were not permitted to do this. Some were concerned about the paperwork and red tape. Some thought that landlords do not need incentives to rent a property.

Children’s Services

Proposal 8 - Care leavers accommodation

Question 8 - Do you agree with the proposal to reduce reliance on high-cost private sector placements by developing new provision for Haringey care leavers within Haringey’s own housing stock?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

Support

There was a lot of support for this idea, those who supported did so on the grounds of the policy increasing security of tenure and keeping vulnerable people safe from harm. It was also seen as cost effective and better than leaving it to the private sector.

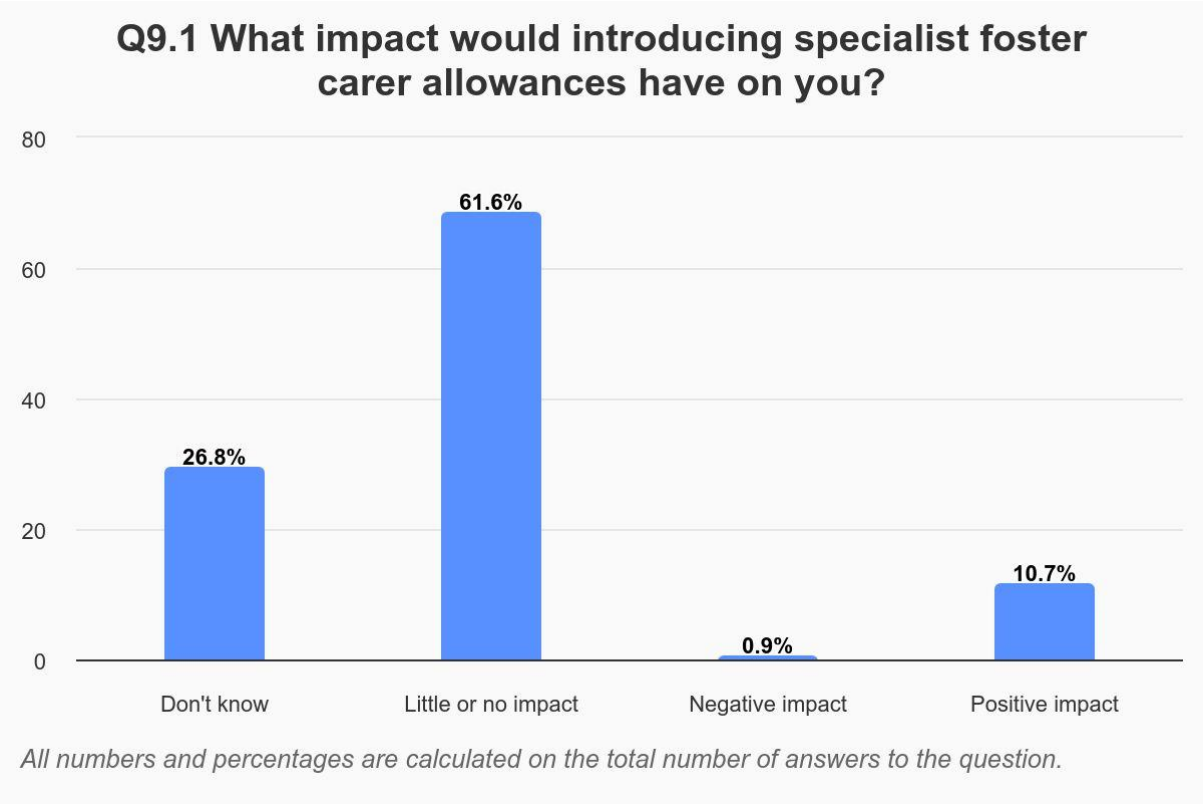
It was noted that care leavers need a supported transition to stay well so the proposal is beneficial in this regard. Some felt, however, that this should be a temporary housing situation. Some said it would add needed diversity to the area. There were comments hoping the proposal will help care leavers achieve in life. There were comments that suggested it was a positive move as care leavers are often neglected in the wider community.

Don't support

There were some respondents who didn't understand how the savings would be achieved and felt the plan was optimistic. Some thought it would be cheaper with property in the east of the borough, whilst others had concern that it would bring a rise in crime

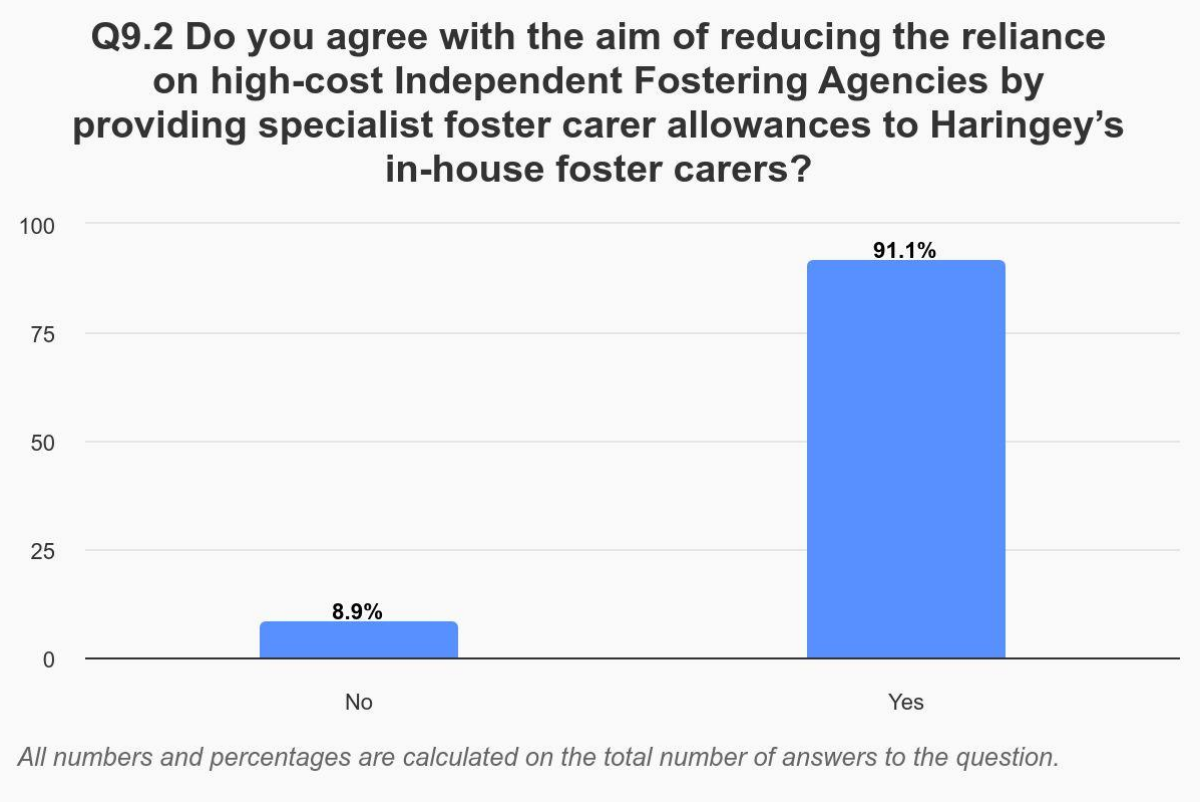
Proposal 9 - Introducing specialist foster carer allowances

Question 9.1 - What impact would introducing specialist foster carer allowances have on you?



All numbers and percentages are calculated on the total number of answers to the question.

Question 9.2 – Do you agree with the aim of reducing the reliance on high-cost Independent Fostering Agencies by providing specialist foster carer allowances to Haringey's in-house foster carers?



All numbers and percentages are calculated on the total number of answers to the question.

Please give reasons for your answer:

Don't support

Those who didn't support this proposal were concerned about the potential expenditure and whether Haringey's in-house services were enough to support it.

Support

Those who supported did so as they thought that it was a good move to use in-house services and noted that private sector business would always be more expensive. They also stated that vulnerable people should always be looked cared for in the most respectful way, not farmed out to make profit. There were also concerns about the effect of external agencies. It was also felt that the council would be able to monitor the support given. There was hope a therapy provision could be added.

Question 10 - Do you have any comments to make on the proposals to increase or reduce capital spending as described above?

There were comments agreeing with less expenditure on clean air zones. There was also support for “anything that brings essential services under council control”. Some felt the council should spend less money on Parkland Walk however some wanted more expenditure on trees across the borough.

There was concern that budget companies could lead to issues with the private sector managing services and housing poorly. There was also much concern about the reasoning why clean air zones were being cut with some feeling this should be a priority. There were also concerns about expenditure on Alexandra Palace.

There were calls for investment in leisure facilities such as steam rooms. There was also support for the Moselle Brook repair. There were concerns that schools would not have repairs carried out. There was also disappointment that there is no provision for increasing the budget for planning and conservation. Some people did not support proposals to increase online Council Tax billing, whilst reducing digital schemes.

Some comments hoped any commercial money from Alexandra Palace was put back into the community. There was also support for the purchase of waste management vehicles. There were also concerns sceptical of purchasing waste management vehicles.

There were requests to prioritise schools, anti-flooding and waste management. There was a comment suggesting the “Reduction in Digital Schemes” is too vague to comment on.

One respondent felt the tree proposal should be contingent on sponsorship. It sounds unlikely that the purchase of refuse vehicles by the council would save any money. There was also concern over cuts in expenditure to the childrens respite facility spending.

There was also a suggestion that the council set up a deal with a company that can provide travel vehicles for all services.

Question 11 - Are there any changes or proposals you think we should consider which might save money or achieve better value from council spend?

There were calls to save money by discontinuing publication of Haringey People. There was also comments about training staff better and having closer supervision of expenditure.

Some suggested cutting councillors’ allowances and selling off the Civic Centre site. There was also a suggestion to rethink the playgrounds in the Tottenham area as there were already football pitches. There was a comment to invest in community centres. There were also suggestions to avoid cost on maintenance by doing repairs early.

One comment suggested a reduction in SEND tribunals. There were also comments suggesting the council rely on agencies less. There was a call for the council to review its procurement process. There was also a suggestion for the council to re-evaluate its property and asset portfolio. Digital transformation to reduce administration costs was also mentioned.

There was also a suggestion to upgrade the energy systems in all Haringey buildings and a suggestion to remove any funding from religious groups. There were calls to reduce paper

and reduce staff parking and rent the spaces to the public. One comment suggested allowing pop-up shops in buildings to bring in revenue. There was concern over the level of money spent on social care. One suggestion recommended selling expensive social housing. One respondent suggested investing in the website to encourage more tasks online.

One respondent called for a review of the council's working from home policy. Another respondent suggested gaining sponsorship for local facilities.

Question 12 - Are there any changes or proposals you think we should consider which might generate more income?

Some of the suggestions included: the council to take a cut in commercial event revenue, attract larger companies to open businesses in the area, cancel Haringey People hard copies and charge property developers building big flats to cover the cost of support infrastructure such as GPs, community centres, and transport, for example.

There were also suggestions to charge Tottenham Hostpur FC for the upkeep of the surrounding neighbourhood, have higher charges for council services in more affluent areas, use powers to fine negative behaviors more diligently and fine rogue landlords.

There was also a suggestion to form a coalition with other local councils to create a think tank and lobby for reforms of council budgets and also reform local tax.

Some called to have an increase in parking permit costs (including EVs) and for larger vehicles which pollute more. Other respondents suggested permits for gambling premises, as well as for charges for festivals in Finsbury Park.

There was a call to lobby central government to overhaul council tax bands nationally e.g. 'I'm a home-owner, but I think I should pay more.'. There was also a suggestion to use ANPR more efficiently to issue fines and make overall better use of council assets that sit empty. There were respondents who suggested fining street bike providers for bikes left recklessly on the pavement.

There were suggestions to hold exhibitions or run courses and redevelop Wood Green Shopping City. There was also a call to get Crossrail 2 to Alexandra Palace and Turnpike Lane.

Offer council properties to outside organisations to hold exhibitions or run courses. Redevelop

Push for redevelopment of the Mall and Wood Green Centre by private businesses and allow construction of flats. Push hard for Crossrail 2 to come through Turnpike Lane and Alexandra Palace to incentivise investment into Wood Green. One respondent opted to spend less on tree surgery, and another requested that the council should take a percentage from EV charging points in the borough.

One resident requested charging non-Haringey residents to drive through the borough. One resident suggested developing Park Road leisure centre site with solar panels or having a data centre there. There was also a call to fine utility companies who dig up roads without fixing the problem.

Question 13 - If you were making the decision about savings or income for the council, what do you think it would be most important to consider?

The council were encouraged to have a better relationship with the voluntary sector to support them delivering where the council can't anymore, especially those running community centres. Some respondents suggested on focussing spending on core statutory services and rigorously reviewing all discretionary programmes for value for money. Some called to reduce duplicated roles or overlapping responsibilities across departments and streamline management structures.

There were also calls to expand digital transformation to cut administrative overheads and simplify processes for residents and phase out non-digital publications,

There were suggestions to encourage local employment and apprenticeships by prioritising local contractors and suppliers and consolidate underused council buildings and explore co-location of services to reduce maintenance and operational costs.

There was also a call to target fraud reduction in areas such as council tax, business rates and housing services through improved data matching and digital verification and review fees and charges for non-essential services, ensuring they reflect the true cost of delivery.

Some suggested to have permanent staff not outsourced staff and one respondent suggested only employing staff who live in the area. More community facilities for 60plus. I have a community centre near me in Commerce Road that never has anything on.

There was a suggestion to borrow money to build more housing. One suggestion requested cutting down on properties provided to families who have not long arrived in the country.

Some mentioned fairness, not overspending on provisions which are no longer affordable and apply to only a minority of residents. One suggestion was to focus on the medium to longer term when spending money. Another suggestion was to fine those who didn’t comply with the 20mph limit.

There were calls to have a very tight checking system of all accounts and claims to detect possible fraud. It was also mentioned to value helping the disabled and those in need of housing and education. One resident advised for Haringey to partner with other boroughs when making large purchases of waste trucks that could be shared. One resident suggested keeping libraries as they are beneficial to the community. There was also a call to raise council tax on HMOs.

There were calls not to forget elderly people and consider climate change mitigation and tree planting as a long-term investment. There was also a suggestion to charge Tottenham Hotspur FC more and ensure proper street lighting. There was also a call to maintain schools in the borough. There were lots of suggestions to consider value for money when investing. One person suggested increasing charges for driving.

Question 14 - What would you prioritise to protect spending on?

Respondents mentioned Adult and children's social care, libraries, leisure facilities, council housing, waste management and recycling, active transport and energy efficiency/renewables.

There were also suggestions for traffic management around schools, Arts and culture, environment (trees, parks, walking, cycling), Care for the most vulnerable and local services that create community.

There were suggestions for youth centres, cycling infrastructure, cycle lanes, sports facitlities and a call for money to spent on the disabled services as well as education.

There were a number of suggestions around housing and planning and evening classes. There were also suggestions for green space and to adapt to tackle climate change as well as tackling Anti-Social behaviour. There were also suggestions to spend money on libraries and looking after the elderly as well as our youngest.

There were also suggestions to support mental health as well as homeless people. One resident called to manage the condition of pavements. There was also suggestions to spend it on waste collections and leisure centres as well as SEND provision and helping independent businesses.

Question 15 - What do you think is less important?

Those initiatives that people suggested were less important to spend money on included managing Parkland walk, any projects to “beautify” the borough and working with external consultants. Some thought it was less important to support local businesses or community social projects along with activities for specific groups and the Haringey People magazine.

Some suggested the council should not focus on EV charging points and council tax reductions for those who are fit to work. Some residents thought it was less important to invest in the Borough of Culture, the high street and any environmental initiatives. Leisure centres were also deemed by some as less important to invest in.

Some suggested any non-critical services were less important. Some thought traffic schemes were less important as were any political or ideological initiatives. One respondent suggested it was not less important to spend money on private landlords; another suggested it was less important to spend it on publicity.

Some residents thought parks were less important, others thought changin street names shouldn’t be a priority. Some thought supporting Tottenham Hotspur FC host the Euros was less important as were “vanity projects”.

Question 16 - Do you have any other thoughts on the Council’s budget that you would like to share?

Some asked not raise council tax, another suggested issuing municipal bonds to attract investment. There were some who asked to focus spending on provision rather than external consultants. One comment was to train our building staff better and ensure houses are filled. One comment was to increase traffic enforcement including LTNs

One comment was for the council to be more transparent around its overall budget and plans for its assets.

One comment was for consultations to be simpler. There were suggestions to build more houses and lobby government for more central funds. One comment suggested a central review of staff costs. One respondent suggested a reduction in assisted living properties and in benefits. Some comments hoped for no more increases in council tax. One resident suggested staff salary should be performance related.

Appendix 4 - Cabinet responses: scrutiny recommendations (budget 2026/27)

#	Dept	Recommendation	Recommendation details	Lead officer	Cabinet Member	Cabinet response
1	Finance	Budget gap	The Panel noted with concern the risks associated with the cumulative new borrowing of £603m to be raised for Exceptional Financial Support by 2030/31 as illustrated in Table 3 of the draft Treasury Management Strategy Statement. The Panel also noted that, as stated in paragraph 13.6 of the November 2025 Cabinet report, due to the Council's limited financial resources, this may mean spending more in some areas of greatest need and priority and more significant reductions in other areas. It would therefore be necessary to understand further what this would entail for the future of adult social care services. The Panel recommended that Table 6 (Budget Gap 2026/27 to 2030/31) from the November 2025 Cabinet report be updated and published in the report to Cabinet in February 2026 in order to take	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this concern. The position presented for Exceptional Financial Support is forecast over the next five years based on assumed use in 2026/27. However. The following should be noted: • As per the draft budget presented elsewhere on this agenda and the updated Treasury Management Strategy Statement, the assumed need for EFS in 2026/27 has now reduced to £89.2m as part of finalising the draft budget. • This is also based on the 'do nothing' scenario – ie no further savings reductions or new income. • This assumes that the level of borrowing will increase as projected. Work continues across the council to reduce the borrowing requirement by consistently ensuring all capital projects are necessary and need to be done within the timescale suggested. The Cabinet are aware that the financial position is not sustainable and over the next 6 months, there will be work to: • focus on ensuring the current £53.9m savings for 2025/26 and 2026/27 are delivered in full • develop further cost reductions across all services, which will be considered by the new administration later

			into account any changes in the projections.			in the year. This includes statutory services, such as adult social care, to ensure that services and outcomes are met in the most cost-effective way possible but also an increased focus on preventative services that could lead to longer term cost reductions across. It is important to recognise that improving the council's financial sustainability will require looking across the next three to five years. This is likely to mean prioritising some services over others and will reflect the priorities of the new administration. At the same time, officers and Members (through Haringey, London and national networks) will continue discussions with Government that the position across the sector is not sustainable, to lobby for reforms to address the root causes of the budget pressures facing Haringey and more punitive conditions associated with EFS. An update on this work and financial position across the next five years will be reported in the next update to the Medium Term Financial Strategy in summer 2026. This will include a review of all assumptions around demand and price pressures.
2	Finance	EFS	The Panel recommended that information about the interest payments and the capital repayments for EFS be included in Budget papers in future years. OSC requested that Cabinet provide a more detailed response	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Resources notes this recommendation. This 2026/27 draft budget report includes details of the Council's borrowing costs, separating borrowing for the capital programme and EFS. This can be found in Section 8 and the Treasury Management Strategy Statement included at Appendix 10.

			on the long-term sustainability of the interest payments and the capital repayments for EFS.			The Council's Section 151 Officer's Section 25 Statement in Appendix 11 of the report clearly states that the level of debt and interest is too high and must be addressed through future financial plans and also that use of EFS is not sustainable and nor does it provide best value for the taxpayer. Whilst there continues to be reliance on EFS (and its associated borrowing costs) and interest rates remain above the target of 2%, further opportunities to reduce or slow down capital schemes for the 2027/28 programme. This applies to both the General Fund and HRA to reduce total debt forecasts and any changes to the capital programme set out in this report will be subject to further decisions by Cabinet.
3	AHH	Better Care Fund	The Panel expressed concern about the cuts to the Better Care Fund and the risk of the knock-on impact on adult social care services. It was recommended that this be monitored further by the Panel going forward. OSC requested an update on the response from January 2026 given that this was an 'emerging picture' and the proportion of Adult Social Care that is funded through the BCF. The Panel requested that more information be provided in relation to the BCF Support Programme for Neighbourhood Health Planning.	Sara Sutton Jo Baty	Cllr das Neves	The revised policy for the 26/27 Better Care Fund, to be renamed Integrated Care Funding Framework is still pending. We have been advised that funding will remain the same for 26/27, any uplift to be confirmed. Work has been ongoing to review the current expenditure and outcomes from the different funded workstreams/projects so that once the final guidance is received, we will be able to better understand the alignment and implications. We are awaiting more information on the support offer from the BCF Support Programme for Neighbourhood Planning. It is likely to be learning and development across organisations for staff who are implementing our neighbourhoods' models of health and care.

4	Finance	Digital solutions	The Panel welcomed the approach to invest to save through improvements to digital solutions but noted that similar proposals had been seen by Scrutiny in previous years that had not fully come to fruition. The Panel therefore noted a potential risk in the delivery of these improvements. The Panel challenged the Cabinet to explain how previous proposals to improve digital solutions to make savings had been delivered by the Council and why the Panel should have confidence that the current proposals would be successful.	Taryn Eves Jenna Scott-Brining	Cllr Carlin	It is acknowledged that, historically, some savings anticipated from digital initiatives have not been fully realised. Cabinet has rightly sought assurance that future savings are credible and deliverable. The context for delivery has now changed materially. This represents a fundamental shift from previous arrangements, where capability was fragmented and delivery relied heavily on short-term or external support. The Council now has a much stronger, more accountable model in place. Key changes include: • A new Digital Services function, established in March 2025, bringing together the full range of skills required to deliver complex change at scale, including enterprise architecture, service design, business analysis, delivery management and technical capability • Skilled, permanent in-house capacity to design and deliver solutions, reducing reliance on short-term or external resource and improving continuity, accountability and value for money • Service led delivery, with Digital working closely alongside services to co-design solutions that are operationally viable, owned by services, and aligned to Haringey's priorities • Robust governance through the Service Modernisation Programme, overseen by a Board comprising all Corporate Directors. No initiative proceeds without explicit agreement from the relevant service on scope, deliverability, and the timing and quantum of savings

						• Clear gateway and approval processes via the Service Modernisation Board, ensuring benefits, risks and dependencies are assessed before delivery, and that savings are formally signed off by services • Reduced financial risk, with savings held corporately from 2026/27 so that service budgets are not adjusted until solutions are implemented and savings are demonstrably deliverable Recognising the time required to implement and embed digital change effectively, the £2m of additional savings previously planned for 2026/27 has been re-profiled to 2027/28. This ensures that 2026/27 remains focused on securing savings already delivered or agreed, including those already removed from budgets. Progress will continue to be reported through Quarterly updates to Cabinet and Overview and Scrutiny, with more detailed six-monthly reporting available to Overview and Scrutiny to provide ongoing assurance.
5	AHH	Care provider pricing	The Panel felt that there was a particular ongoing risk over the rising costs from service providers within the adult social care sector and the potential impact of this on the modelling of anticipated expenditure over the MTFS period. The Panel made reference to the risk highlighted in the recent KPMG Value for Money Risk	Sara Sutton Jo Baty	Cllr das Neves	We recognise the pressures associated with rising provider costs and the impact this can have on future financial planning. A number of actions are already underway to strengthen both commissioning and procurement practice in this area. For home care, reablement and supported care, we have an established Dynamic Purchasing System (DPS) which helps ensure competitive pricing alongside quality based evaluation. We are currently reviewing our commissioning and procurement approach for these services to strengthen value for money further.

			Assessment to the Audit Committee which stated that: o *"The Council does not have adequate procurement processes in place to enable it to achieve value for money in respect of contracts entered into for services received."* o *"The Council does not have adequate processes in place to ensure that Adult Social Care spend is sufficiently forecast and managed"* (page 43, agenda papers for Audit Committee, 10th Nov 2025). It was recommended that the strengthening of procurement processes be monitored further by the Panel going forward and that this should include the sharing of an Action Plan with the Panel.			For care homes, we are moving towards a greater proportion of block contracts, which gives more stability around pricing and sufficiency. In parallel, we are involved in the North Central London (NCL) Councils Market Management Programme, through which boroughs take a coordinated approach to annual price reviews for both care homes and supported living. This helps manage market inflation collectively and improves the consistency of fee setting. A commissioning review of supported living is also in progress and is due to report in late January/early February. This will provide updated recommendations on future commissioning models and pricing approaches. These strands of work collectively strengthen oversight, forecasting and procurement practice, and we will continue to report progress to the Panel.
6	AHH	Supported living contracts	The Panel emphasised the importance of ensuring that the housing capital projects would align with social care commissioning needs and anticipated levels of demand. It was acknowledged as part of the	Sara Sutton Jo Baty	Cllr das Neves	Ensuring residents receive the right level of support is central to how supported living is commissioned and monitored. Each resident has a Support Plan that sets out their assessed needs, and these are reviewed at least annually to make sure the support remains appropriate.

			discussion that this was a complex area as different residents required different levels of support. The Panel recommended that the Cabinet should explain what oversight is in place to ensure that residents received appropriate levels of support.			Supported living services are currently commissioned through the DPS, with providers evaluated on both price and quality. Providers are expected to deliver care and support in line with each person's Support Plan, and any changes in need are reflected through the review process. We have a Quality Assurance and Contract Management Framework in place, and quality assurance visits are carried out on a risk basis. This gives oversight of service quality, safeguarding, and the extent to which residents' needs are being met. Any concerns or changes in risk trigger more frequent monitoring or formal contract actions where required.
7	AHH/CS	Transitions	The Panel recommended that further scrutiny was required on transitions, in partnership with the Children and Young People's Scrutiny Panel, in order to understand the reasons for the reduced numbers despite the national trends appearing to indicate greater demand. The Panel has previously been provided with details of service user numbers with a care package between the ages of 18-64 as this is the format of data collected. The Panel recommended that details of care packages by more specific age cohorts will be required in	Sara Sutton Ann Graham	Cllr das Neves / Cllr Brabazon	We will arrange for a further scrutiny of the data through a detailed report that responds to the points raised in the question. We will arrange this for the next Joint Children and Adults Overview Scrutiny with the agreement of the Chair of the Committee.

			order to scrutinise this area effectively (e.g. the 18-25 age group when considering transitions).			
8	AHH	Care worker retention	The Panel welcomed the additional investment in staffing. However, historic challenges with staff retention were acknowledged as part of the discussion and the Panel highlighted this as a substantial potential risk as this could impact on the Council's ability to fulfil its statutory duties. It was recommended that workforce issues be monitored further by the Panel going forward, particularly in relation to improvements to Care Act assessments. The Panel also recommended that the Cabinet set out how the risks associated with staff retention would be mitigated.	Sara Sutton Jo Baty	Cllr das Neves	A Staffing Task Group has been established for several months now to review recruitment, retention and workforce development with the Service – focusing on the continued professional development for our workforce and equality of opportunity as part of the Workforce Race Equality Team. We have extended our Leadership Group to involve a wider group of Senior Staff in shaping, developing and implementing the Improvement Plan and in co-production with residents for visibility. Our new Principal Social Worker commences in post in March 2026 and will lead the development and implementation of our Workforce Development Plan – working with residents, with Housing and Children's Services, with the NHS and the Voluntary and Community Sector to give our staff creative learning and development opportunities to give us resilience and stability.
9	AHH	Social care charges	The Panel concluded that this was a necessary piece of work and the income generation was welcomed by the Panel. The Panel sought	Sara Sutton Jo Baty	Cllr das Neves	We acknowledge the points raised by the Panel and welcome the opportunity to provide further reassurance.

			assurances that residents on low incomes would not be put in circumstances where they did not have access to care services and the Panel felt that this point had been answered to their satisfaction. However, the Panel expressed concerns that this policy change had not been carried out in the past as this could have achieved savings at an earlier stage. The Panel queried whether there were any other similar areas where practice was out of step with other comparable Boroughs and opportunities for income generation may be being missed and recommended that assurances be sought from the Cabinet that all possible such areas had been considered. OSC requested further reassurance from Cabinet on: 1 - Whether further information, guidance and advocacy are available before changes start.			We have statutory advocacy pathways in place, including through our commissioned advocacy services, and we maintain a strong partnership with Disability Action Haringey and other voluntary and community sector partners. These organisations will be fully briefed on the forthcoming changes so they can support residents effectively. The Minimum Income Guarantee (MIG) remains a central protection within the national charging framework, ensuring that everyone retains a set amount for daily living costs. Residents also have the right to request a review of their assessed charge if they believe it is unreasonable. In exceptional circumstances, charges can be reduced or waived under delegated powers held by the Head of Service. In response to the Committee's specific questions: 1. Information, guidance and advocacy – These will be available ahead of changes being implemented, with targeted communication and signposting for those who may need additional support. 2. Reasonable adjustments – These are embedded in our approach and are made proactively wherever possible. 3. Appeals, pauses and reviews – Residents can request a review at any time without any negative impact, and adjustments can be made where circumstances change. 4. Impact on care uptake – The Minimum Income Guarantee and the review/waiver processes ensure that residents are not placed in a position where cost prevents them from accessing essential care.

			2 - Whether reasonable adjustments were automatic rather than reactive 3 - Whether residents can appeal, pause or review these changes without any detrimental impact. 4 - Whether this policy could discourage care uptake from vulnerable groups.			We will monitor the impact of the charging policy and work with partners to ensure residents are supported throughout the process.
10	Finance	Business cases in budget papers	The Panel would like to recommend that business cases related to savings should also be included in budget papers being considered by Scrutiny Panels.	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Resources notes this recommendation. Consideration will be given to expanding the level of detail included for savings proposals as part of next year's budget process. All Cabinet and officer delegated decision reports include full details of financial, procurement and legal statutory comments and any assumptions from the business case to inform the decision.
11	ERE	Leisure income generation	The Panel noted that the Leisure provision was brought in house last year and so the Council now had full control so there is potentially more opportunity to generate income by utilising assets and improving the Council offer to be competitive with other comparable service providers. It was noted that the Council was now in a good position to carry out	Barry Francis Zoe Robertson	Emily	The Leisure Commercialisation Plan was formed using industry intelligence from third party independent leisure experts, who helped cost the in-house service in readiness for insourcing. This was later developed into a Commercialisation Plan including ideas from within the service. This was independently verified by 31ten as part of their work on financial assurance for the council. The Commercialisation Plan includes indicative income figures for a wide range of activities and is considered to be commercially sensitive due to the active competition in this

			an options appraisal to analyse this properly. **RECOMMENDATION:** That the Overview and Scrutiny Committee are provided with detailed figures in relation to the savings presented for Leisure Commercialisation as part of future budget monitoring reports. Details of social value would also be welcomed by the panel.			market. However, the plan is designed to flex and grow as new ideas come onboard, and services are tested and grown. In addition, appointments have been made to three new officers to the Leisure Management Team who all bring a wealth of experience in leisure and income generation and will all add their expertise to the Commercialisation Plan as it develops. The delivery of the plan is monitored through the council's budget monitoring process. Leisure budget reporting includes accounting for income and expenditure and is monitored monthly.
12	ERE	Moselle Brook culvert repairs	The Panel recognised that repairing the culvert was a necessity and the budget cited that the £1.1 million allocation could potentially increase following the initial repairs. **RECOMMENDATION**: The Scrutiny Panel recommended that following the initial repairs, a policy paper on the condition of the culvert and a survey regarding maintenance plans going forward with set timelines should be developed which could be reviewed on a 10-year basis. The Panel recommended robust systems for monitoring the state of the culvert be put in place.	Barry Francis Eubert Malcolm	Cllr Chandwani	The Cabinet Member for Resident Services and Tackling Inequality notes the recommendation. With regards current works, temporary plating has been installed over the culvert collapse area. This is in the western footway of the High Road, around 20m south of the White Hart Lane junction. This will be the priority location for long-term repair, with lining of the culvert anticipated, where it is under the carriageway and footway for a length of 50 linear m. Other culvert locations along the High Road, between the White Hart Lane and Scotland Green junctions have been surveyed. The survey report gives recommendations and identifies locations, prioritised for repairs within timescales, based on severity of condition. Repairs are anticipated to be carried out within funding constraints, prioritised in accordance with the survey report. With regards a longer-term maintenance plan for the Moselle Culvert, we accept the scrutiny recommendation. This strategy will be developed in conjunction with the environment agency and inspections and surveys undertaken as part of the annual highways works plans.

13	ERE	Waste vehicle fleet: insourcing	The Panel wanted further details regarding the financial options of buying or leasing the vehicles for the contract provision of recycling and waste collection, street cleansing and ancillary services from April 2027.The Panel were advised that a report to Cabinet in October 2024 on the Waste Services Review had noted that a high-level review of fleet purchasing considered 3 options which were hire, purchase, contractor purchase and authority purchasing. Authority purchase was the cheapest and preferred option, as the council could get better interest rates and contractor purchase was the most expensive due to addition of the contractor margin and less favourable interest rates. The report outlined that previously it has been common within waste contracts for contractors to purchase vehicles as part of requirements. A benchmarking of recent waste contracts awarded showed the trend has been more to authority purchase for these reasons.	Barry Francis Eubert Malcolm	Cllr Chandwani	The Cabinet Member for Resident Services and Tackling Inequality notes the comments. The finance options for purchasing vehicles to deliver the waste and street cleansing services were evaluated as part of the Waste Service Review, as noted by OSC. This work was undertaken by third party technical advisors, with engagement directly with vehicle suppliers and lease companies The options were further tested directly with the market during the first stage of the procurement process; the market showed a strong preference for the council financing vehicles and provided high-level cost differences should the authority go for a lease option. The report to Cabinet in March 2026 to recommend the award of the contract will also include further details of the value for money considerations of purchasing fleet.

			The Panel noted the above information and were advised that further financial details on these options could not be provided as this was commercially sensitive and would be part of the considerations for Cabinet when making a final decision on the service provider to deliver recycling and waste collection, street cleansing and ancillary services in March 2026. The Panel were disappointed that they were not provided with the business case in order to scrutinise this financial detail and recommended that the value for money considerations for fleet purchase be explicitly set out in the final Cabinet report in March 2026.			
14	ERE	Tree planting	The Panel considered the information on tree planting budget allocation and were not clear on the tree planting budget of £1.1m and wanted clarity on how this figure had been compiled, and what the £1.1m was being spent on? They queried whether this figure had changed from previous years i.e. was it less before and	Barry Francis Zoe Robertson	Ibrahim	The £1.1m tree planting budget is spread over 5 years, consisting of an average of £230k per year. This funding allows for: • Maintaining trees that have already been planted; • Match funding up to 250 community sponsored trees per year (community pays 1/3 and council pays 2/3) - average of £172k per year

			has been added to? The Panel recommended that it would be prudent to receive the tree planting plan with the funding allocations included to understand this figure and ensure that a correct, robust and consistent allocation was being agreed.			• £50,000 per year as match funding for external grant applications to further increase the number of trees planted in the borough (across streets, parks or housing estate locations). During the last four-year period the service has secured over £1m in match funding against the council's £600k commitment. This level of funding is an increase on the council's tree planting investment. In March 2022 the Council agreed a five-year tree planting capital allocation of £675k over the five-year period to March 2027. This next five year period will see £1.1m of investment to tree planting.
15	AHH	Void targets	In view of the challenges faced in meeting the 1% target, is this target still in place? That Cabinet comment on whether they are happy that having a 1% target is advantageous, given the challenges and the proportion of voids that are generated through the Neighbourhood Moves Scheme, and the fact that the Neighbourhood Moves scheme is being reviewed.	Sara Sutton Rachel Sharpe	Cllr Williams	Improvements to the service have been made, where changes to the management and teams across the Housing Repairs Service have assisted in the oversight and resource allocation in this area. This has been supported by an increased budget and new contracts being implemented to ensure appropriate resources are allocated. Progress against the pipeline of current void properties has been lower that initially projected, due to the previous ongoing union negotiations and procurement timescales, both of which have since been resolved. There has been sustained demand from the Neighbourhood Moves scheme through our new build programme, representing 18% (60) of the 330 new voids since April 2025. However, we will be assessing internal operational effectiveness and outcomes of the Neighbourhood Moves Scheme in addition to reviewing the voids end-to-end process in full, including analysis of the varying processes across all

						types of voids and teams involved in the process across Housing Services. This will enable focus on improvements at key stages to reduce turn-around times. The 1% target is still in place for the year 2025/26 however this will be reviewed for 2026/27 as part of our KPI setting process.
16	AHH	Floating support contracts	That Cabinet provide further assurances around the proposed £257k saving in floating support contracts. The Panel is concerned that this may be a false saving and would like further assurance that there is a genuine financial benefit arising from this saving. The Panel is concerned that the short term saving from a reduction in tenancy sustainment may result in additional costs to the Council in the long run.	Sara Sutton Rachel Sharpe	Cllr das Neves	The proposed £257k saving in the floating support contract has been assessed as part of the wider budget strategy, and we recognise the importance of tenancy sustainment in preventing homelessness and reducing long-term costs. The intention behind this saving is to achieve efficiencies without compromising critical support for vulnerable residents. To provide assurance: • We will continue to commission the Haringey Advice Partnership, as well as mental health and older people's floating support services. • While we acknowledge that the reduction may increase pressures on services and lead to longer waiting times, we are working closely with providers to mitigate these risks. This includes exploring ways to modernise services, deliver real-time advice and guidance so people aren't left waiting, and implement brief interventions where appropriate. • High-risk cases will be prioritised to ensure those most in need receive timely support. A detailed impact assessment has been undertaken to ensure that the reduction does not lead to increased evictions or homelessness.

						• Monitoring arrangements will be put in place to track tenancy sustainment outcomes and any potential cost pressures arising from this change. We remain committed to balancing financial sustainability with safeguarding residents and will continue to review the impact of these changes closely.
17	Finance	Borrowing costs (HRA)	The Housing Panel notes that while the 30-year HRA business plan and model provide a long-term assessment of financial viability, it does not in itself provide a mechanism for regular member scrutiny of incremental HRA borrowing decisions or their interaction with the Council's wider, pooled debt and treasury management arrangements. It is recommended that Cabinet considers introducing an annual HRA debt management statement alongside the HRA budget and Capital Strategy. The statement should summarise the Council's risk appetite for HRA borrowing, the key prudential metrics used to assess affordability and sustainability within the HRA model, how these are informed by sector practice and relevant peer	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this recommendation. The level of borrowing and debt is higher than statistical neighbours but the Council recognises the long term sustainability of the HRA relies on investment in both its existing stock and new Council Homes to address the shortage in supply. Therefore, although borrowing is high and debt levels are forecast to increase to deliver the capital programme, the HRA Business Plan remains in balance and as can be seen in Table 6.1 in the separate report on the agenda, is forecast to make a surplus (contribution to capital / reduced borrowing requirement) in excess of the internal target of £8m from year 2032/33 onwards as rental income from current voids brought back into operation and new homes begins to materialise. The financial position also improves year on year from that point. Full details of the borrowing strategy and forecast level of borrowing and debt across a five year period is included in the Treasury Management Strategy Statement which is included in the suite of budget reports presented to Cabinet and for approval by full Council each year. In year monitoring is also included in the treasury management quarterly monitoring

			benchmarks, and the cumulative impact of HRA borrowing decisions on the Council's overall debt position. The Panel considers this would strengthen transparency, support effective scrutiny, and ensure alignments between HRA investment decisions and the Council's broader capital and treasury strategies.			report to Audit Committee and the finance monitoring report to Cabinet and scrutiny panel. The Treasury Management Strategy Statement includes details of prudential indicators which reports interest costs as a percentage of rents due which is key performance indicator for financial sustainability and a measure of affordability. This ratio is set at minimum of 1.10 (interest cover). This means the HRA should generate enough surplus to cover the borrowing cost plus additional 10%. Over a long term this metric is forecast to increase above the 1.10 mark. The in-year reporting of both the TMSS and the HRA budget will explicitly include reporting against this indicator from 2026/27 and has been included in the final draft of the Business Plan for 2026/27. In addition, the financial model for the HRA tracks the loan to property values (LTV) and this has been set at 50% maximum. Where the LTV exceeds the 50%, we would consider loan repayment strategy such as setting aside sums yearly for repayment of loan at the end of maturity as done in General Fund. The current LTV forecast over the next ten years does not exceed 50% As part of the next review of the HRA Business Plan, starting in Summer 2026, all spend budgets across revenue and capital will be reviewed to identify opportunities to reduce costs and maximise value for money. This may require pausing or slowing of some capital schemes as interest rates remain higher than the target of 2% and prioritise schemes in line with the Council's priorities. Although there is no statutory requirement for Minimum Revenue Provision (MRP) within the HRA, this assumption will

						be reviewed for 2027/28 if debt levels do remain following the next annual review of the HRA in summer 2026. The HRA model is structured in line with CIPFA's Prudential Indicators (PI). All incoming projects are appraised using Discounted Cash Flow (DCF) methods to ensure viability and the HM Treasury 5 Case Model to demonstrate value for money. The HRA is supported by a Minimum HRA Reserve of £20m, which exceeds the benchmark of 10% of turnover.
18	AHH	Tenant affordability assessment – rent increases	That Cabinet give consideration to undertaking an assessment of tenant affordability, as it undertakes assumed year-on-year rent increases to its tenants as part of the planned investment programme. The Panel is concerned that that year-on-year rent increases would cross an affordability threshold at some stage and that the Council should be reviewing and modelling this.	Sara Sutton Rachel Sharpe	Cllr Williams	As household circumstances are prone to change this would be extremely difficult to model. For existing tenants, affordability assessments are carried out by our Income team and we provide budgeting and income maximisation advice. We encourage any tenants struggling to pay their rent to contact us for help as soon as possible. On an individual basis on letting a property, there is not currently an assessment of affordability of Part VI offers (beyond confirming benefits being received); the rents are set at a level that would be below Housing Benefit entitlement so would either be fully covered or, if in employment, receiving a greater income than a person on full benefits. The proposed rent increases follow the national rent policy of CPI + 1% for social rents, as set by Government. This approach is necessary to maintain the financial viability of the HRA and fund essential investment in existing stock and new homes. Without these increases, the HRA would face a significant shortfall, limiting our ability to meet statutory

						obligations on building safety, decarbonisation, and repairs. Ultimately, the HRA business plan would become unsustainable, and we would not be able to deliver the services that our tenants need if there were limited or no planned rent increases. In July 2025, government announced (as part of the Spending Review) that there will be a 10-year rent settlement for social housing from 1 April 2026 in which rents will be permitted to increase by CPI+1% per annum and this plan includes proposed rent increase in 2026/27 of 4.8% is based on September CPI of 3.8% plus 1%. Alongside this was a consultation on rent convergence. The convergence would allow rents for Social Rent properties that are currently below 'formula rent' to increase by a proposed set amount (likely to be either £1 or £2) each year, over and above the CPI+1% limit, until they 'converge' with formula rent. It is recognised nationally that this proposed rent convergence will assist close the gap in HRA funding caused by years of rent reduction and ensure that rents are comparable.
19	AHH	Neighbourhood moves scheme	That a review is undertaken of the Neighbourhood Moves Scheme to assess its financial and strategic impact on the Housing Register. The Panel is concerned that offering properties to households where there is no net improvement in housing need - such as cases where there is no overcrowding or priority change - should be reconsidered alongside the known	Sara Sutton Rachel Sharpe	Cllr Williams	The Neighbourhood Moves Scheme forms part of the Allocations Policy, for which there is a wider Allocations Policy review being undertaken. As part of this, we will be assessing internal operational effectiveness and outcomes. The Housing, Planning and Development Scrutiny Panel have requested an overview of the scheme which will be prepared for the March 2026 meeting.

			additional costs to the HRA, including void costs and reletting expenses. The Panel recommends that the review considers whether amendments are required to ensure that limited housing resources more effectively to reduce the impact of the housing crisis.			
20	Finance	Savings proposals in report – level of detail	That Cabinet endorse that future budget scrutiny reports include more detail on individual savings proposals, in order to reduce the number of clarification questions at the meeting.	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this recommendation and Cabinet and Officers will ensure that the level of detail on savings in future reports is sufficient to allow review by Overview and Scrutiny and Scrutiny Panels.
21	Finance	Independent sounding board	The Committee noted plans to establish an 'independent sounding board' to oversee the delivery of the new Financial Sustainability Plan. The Committee acknowledged that these plans were at an early stage but requested that further details be provided when available, including who would be appointed to it, whether the meetings would be held in public and whether the Committee would be able to see	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this recommendation. The Council's Chief Executive and Section 151 Officer are currently developing plans to bring in external sector expertise to support the Council in improving its financial sustainability. Further updates will be provided as part of the Quarterly Monitoring reports to Cabinet and Overview and Scrutiny.

			the agendas and minutes from the meetings.			
Further22	Finance	Debt level reporting	The Committee recommended that, in future years, the most up to date details of the Council's overall debt levels be provided to the Overview & Scrutiny Committee as an appendix in the agenda papers at the main budget scrutiny stage (i.e. November) in order to bring this in line with the information available at this point to the Audit Committee.	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Service notes this recommendation. Further details on debt and borrowing costs will be included in budget reports to Overview and Scrutiny Panel as well as continuing to be included in the Treasury Management Strategy Statement. In addition, from 2026/27, as well as reporting levels of debt and interest costs to Audit Committee as part of the Treasury Management Quarterly reporting, this will also be included in the quarterly finance monitoring report to Cabinet and Overview and Scrutiny Panel.
23	Finance	Monitoring processes	The Committee expressed concerns about the weaknesses in the monitoring processes that were highlighted in the KPMG report and recommended that reassurances were sought that more robust processes were being established. KPMG report (see Item 7): Agenda for Audit Committee on Monday, 10th November, 2025, 7.00 pm | Haringey Council	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this recommendation and the findings of the 2024/25 Annual report by KPMG. Full details of the weaknesses identified, recommendations and management responses were presented to Audit Committee on 29 January 2026. Progress will be reported to Audit Committee during 2026/27 and 2027/28 as part of the Annual Governance Statement.
24	Finance	Property lease/rent reviews	The Committee welcomed the ongoing work on lease and rent	Taryn Eves	Cllr Gordon	The Cabinet Member for Placemaking and Local Economy notes this recommendation.

			reviews within the Council's commercial portfolio. The Committee noted that this was an area where the government had encouraged local authorities to look at investment in digital technology and AI to improve the process of updating old leases and suggested that this possibility should be examined further by officers. The Committee also proposed to monitor this programme further as part of the budget scrutiny process next year.	Josephine Lyseight		Good progress has been made on improving the data and oversight of the Council's commercial property portfolio and this has been acknowledged in the recent Annual Auditors report by KPMG presented to Audit Committee on 29 January. Income is now £1m higher than was collected in the same period last year. However, the Council acknowledges that further improvements are needed and increased pace on review of overdue rent and lease reviews which is resulting in potential lost income to the Council but also unknown liabilities that could materialise. The Corporate Director is considering options to expand the capacity within the team to expedite the completion of the reviews and have a full and accurate register in place for the commercial property portfolio. The Council's Disposal Policy was agreed by Cabinet in June 2025 and stringent governance is now fully embedded for all disposals or surplus assets. This along with the introduction of the SAMPIP are two key recommendations from the external property review carried out in 2019/20. Disposal of surplus assets is part of good asset management and all disposals are subject to the SAMPIP process before disposal is recommended. The Cabinet Member welcomes Overview and Scrutiny Committee receiving further updates on progress as part of their work plan and during the 2027/28 budget process. Updates will also continue to be provided to Audit Committee as required during 2027/28 and a full report will be presented to their meeting in March 2026.

25	Finance	Bad debt provision	The Committee emphasised the importance of maintaining an approach that would not worsen the circumstances of residents experiencing financial difficulties.	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this recommendation. The Council's bad debts provision is £173m. This is considered high by the Section 151 Officer and is reflective of the improvements needed on income due from fees, charges, rents and housing benefit overpayments. The Council must make a provision for estimated bad debts each year based on realistic assumptions of amount recoverable. The methodology can be subject to review by KPMG as part of their External Audit each year. It is important that the Council collects money due because income directly supports the continuation of essential service provision and improves the financial position - reducing the budget gap. There are a range of initiatives underway to improve collection which distinguish between 'can't pay' and 'won't pay'; each of which requires a different response and support by services. For those that won't pay, the focus will be on making it as easy as possible to pay, which we know can be quite cumbersome currently, and enforcement action where appropriate. In response to those who 'can't pay', we try to avoid placing residents in additional financial stress. We know the cost of living crisis is deeply impacting many of our residents and we encourage residents to let us know at the earliest opportunity if they are struggling so that we can connect them to council and third sector sources of support, and put in place payment plans that are affordable. Where debts are not affordable and paying

						them would create financial hardship even after all available forms of support are obtained, we will write these debts off so that we don't incur additional costs attempting to recover. We offer personalised one-to-one help from the Financial Support Team which is accessible via a public phone number and email address. Haringey's Here to Help offer, in place since 2019, describes all the different sources of support available for those struggling, as well as direct assistance such as the Haringey Support Fund, foodbanks, and national benefits. We are determined that our residents get their share of the £19bn worth of unclaimed welfare benefits that they are eligible for. We assist over 24,000 households with their council tax either offering discounts or full exemptions; we have supported residents facing rent debt with over £1m a year help from Discretionary Housing Payments; we have worked with Thames Water to assist residents to get help with their water bills and helped save over £700,000 this year alone; we've helped over 500 families towards the purchasing of their school uniforms; we've helped low income pensioners claim nearly £2m of pension credit since October 2024. For Haringey Housing tenants struggling to pay their rent, we support all tenants in our social and private sector tenancies through proactive intervention, pragmatic repayment plans and detailed income maximisation casework. This involves engaging new tenants before and after sign-up, using automation to notify tenants the as soon as their rent accounts fall into arrears, supporting tenants to pay housing costs via UC and verifying rents swiftly using automation. We use

						predictive analytics to target arrears cases most at risk of tenancy failure and use tailored text messages to support non-payers. We recognise that eviction benefits no one and will only pursue legal action when all other options have been exhausted.
26	ERE	Housing benefit overpayments	The Committee expressed frustration that local authorities had to bear these additional costs through no fault of their own and suggested that the DWP should be lobbied to cover costs in full.	Barry Francis Kari Manovitch	Cllr Chandwani	The Council utilises every opportunity to lobby the Department for Works and Pensions (DWP) to fully subsidise statutory benefit payments, at local, regional and national levels, and has done so on numerous occasions over the past year, including: 1) As part of our response to the Government's Supported Housing consultation in 2025. 2) During routine conversations with the DWP about Supported Accommodation in Haringey. 3) During meetings with DWP as a member of BenX, a group of local authorities who meet regularly with DWP to discuss welfare policy. It will also be incorporated into the conversations held by the Corporate Director of Finance Resources with Government regarding the funding gap that Haringey faces. We will continue to use every opportunity to lobby for change, whilst reviewing our internal processes to ensure that the cost to the Council is minimised.
27	CSC	Election costs	The Committee recommended that the feasibility and potential cost savings of venue sharing with	Jess Crowe	Cllr Carlin	Haringey's only recent experience of running a multi borough count was the 2024 GLA election, which for the first time was counted by hand rather than through the usual ecount. This

			other Boroughs for future election counts should be considered.	Fiona Alderman Gareth Harrington		meant the responsibility for organising the count sat with the GLA constituencies. Suitable large venues in North London are limited, so both the Enfield and Haringey constituency and the Barnet and Camden constituency wanted to use Alexandra Palace. Enfield and Barnet acted as the lead boroughs for their respective counts. However, because Haringey has existing links with Alexandra Palace and the venue prefers to work with a single borough, we managed the operational delivery for both counts. This showed how complex a multi borough count is to run. Alexandra Palace is costly, but it remains one of the few venues that can securely and efficiently deliver a count for Haringey. Boroughs also generally want to count and declare in their own borough, so they are unlikely to share a venue simply to reduce costs. We will look at this further as part of our post-election review, but at this stage it does not appear that shared venues would offer practical or financial benefits for future council elections.
28	CSC	Advertising targets	The Committee acknowledged that the targets were challenging and suggested that the advertising income should be included in the tracker for the Committee during the Budget scrutiny next year so that the Committee could track this.	Jess Crowe Claire McCarthy	Cllr Carlin	The Cabinet member notes the recommendation and we will publish in the quarterly monitoring report.
29	Finance	Corp landlord model	The Committee recommended that this issue be added to a future	Taryn Eves	Cllr Carlin	The Cabinet Member for Finance and Resources notes this recommendation.

			Overview & Scrutiny Committee work programme to be monitored further after there had been further implementation of the corporate landlord model and there was greater clarity over the business rates issue.	Jonathan Kirby		The Corporate Landlord Model was established in April 2025 and work to fully embed the new model took place during 2026/27. A full asset condition survey was completed across the estate during 2025/26 and details of costs and income from running the buildings is now known. As reported in the 2026/27 draft budget, this has identified pressures of £800,000 from increased utility costs and business rates. Updates will be reported as part of the quarterly monitoring reports to Cabinet and Overview and Scrutiny Committee during 2026/27 but the Cabinet Member welcomes a more detailed update and progress with the Corporate Landlord Model to be reported to Overview and Scrutiny Committee as part of their work programme.
30	ERE	NLWA levy forecasts	Noting that the forecasts for levy contributions did not take into account any increase associated with the new North London Heat and Power facility, the Committee highlighted this potential additional cost as a possible future risk.	Barry Francis Eubert Malcolm	Cllr Chandwani	The Cabinet Member for Resident Services and Tackling Inequality notes the recommendation. The draft budget for 2026/27 and MTFS period to 2030/31 includes budget provision for the estimated levy based on the latest medium term financial plan published by NLWA. As reported in the budget report to Cabinet in November 2026, additional costs associated with the new heat and waste plant are likely and expected to be reflected in the levy payment from 2030 but any increase in financial impact on Haringey is not yet known. Updates will be provided as part of future financial reports as more information becomes available from NLWA.
31	Finance	Digital onboarding	Noting that this proposal was part of an ongoing process, the	Taryn Eves	Cllr Carlin	The Cabinet Member for Finance and Resources notes this recommendation. Progress against the delivery of all savings

			Committee proposed to monitor progress in this area during the budget scrutiny process next year.	Jenna Scott-Brining		will be reported to Cabinet and Overview and Scrutiny Committee as part of the Quarterly Monitoring reports during 2026/27. In line with the strengthened process for monitoring and reporting of savings, this will track both the delivery of the financial savings and progress with implementing the changes required to deliver the saving. It is acknowledged that the narrative and explanations for savings reported as at risk needs to improve and this will be addressed during 2026/27 to include more details on actions taken for delivery to be on track and/or any mitigations being put in place.
32	CSC	Business support cuts	OSC requested that further updates on the approach to business support comeback to the Committee as and when available. The Committee would also like there to be an All Member Briefing on the Haringey Growth Plan.	Jess Crowe Abigail Stratford	Cllr Gordon	Discovery work to inform the emerging Inclusive Growth Plan has just commenced. An all member briefing on the Inclusive Growth Plan will be arranged once the discovery work is complete and emerging options have been developed. Options for the business support service will be developed, informed by and alongside the emerging Inclusive Growth Plan. Further updates on scope and role of Business Support service will be brought back to Members once the discovery work to inform the Inclusive Growth Plan is complete.
33	Finance	Digital schemes reduction	Noting that digital was a significant area of spend, elements of which had been considered across the Scrutiny Panels as part of the budget process, it was recommended that this issue be added to the Committee's future	Taryn Eves Jenna Scott-Brining	Cllr Carlin	The Cabinet Member for Finance and Resources notes this recommendation. Spending and progress with the delivery of digital savings will be reported as part of the quarterly monitoring reports to Cabinet and Overview and Scrutiny Committee during 2026/27 but the Cabinet Member welcomes a more detailed update and progress with the Service Modernisation Programme to be

			work programme to be monitored further.			reported to Overview and Scrutiny Committee as part of their work programme.
34	Finance	Budget reports – financial circumstances	The Committee recommended that the budget reports should accurately reflect the structural financial issues faced by the Council and should make clear that the situation was now unsustainable without increased local government funding or fundamental changes to the services delivered by the Council.	Taryn Eves Josephine Lyseight	Cllr Carlin	The Cabinet Member for Finance and Corporate Services notes this recommendation. Details of the financial position are set out in the full report. The current levels of increasing demand and prices but significantly smaller increases in grants is explicitly reported as unsustainable with the use of Exceptional Financial Support expected to be required over the medium term. Members are specifically directed to the Section 151's Section 25 Statement at Appendix 11 of the report which provides full details and which Members must consider as part of agreeing the 2026/27 budget and which addresses this recommendation.

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Equality Impact Assessment

2026-27 Budget and 2026-2031 Medium Term Financial Strategy (MTFS)

January 2026

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1. Introduction

1.1. Purpose of report

This report considers the implications of the proposals in the **2026-27 Budget and 2026-2031 Medium Term Financial Strategy** (MTFS) report on people who share the protected characteristics as defined in the Equality Act 2010.

Where relevant, service areas have indicated if an Equality Impact Assessment (EQIA) will be conducted for each MTFS proposal prior to implementation, where approved. This report considers the potential impacts of the proposals, including the ways in which any negative impacts might be minimised or avoided. In addition, this report considers the wider context internal and external to Haringey Council in terms of potential equalities impact.

1.2. Public Sector Equality Duty

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share the protected characteristics and those who do not
- Foster good relations between people who share the protected characteristics and those who do not

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. These are sometimes referred to as the three aims or arms of the general equality duty.

Further information about the process for assessing the equalities implications for decisions taken by Haringey Council is available on the Haringey website.

1.3. Equalities profile of Haringey

According to the 2021 census, which is currently our most reliable source of socio-demographic data, the total population of the borough is 264,238.

In terms of equality, demographics break down as follows:

Sex:

- Haringey has a nearly equal gender distribution, with just over half of the population being female (51.8%), which is consistent with the figures for both England and London.

Age:

- Haringey has a relatively young population with just under a quarter of the population under the age of 20.
- 89% of the population is aged under 65 (in comparison to 88% for London and 81% for England).

Ethnicity:

- In 2021, Haringey's population of 264,238 comprised 57% White, 8.7% Asian, 17.6% Black, 7% Mixed or multiple ethnicities and 9.7% Other ethnic groups.
- Black, Asian, Mixed and Other ethnicities made up almost half (43%) the total of Haringey's population in 2021, ranking it the 24th most diverse local authority in the country (19th highest in London).
- The largest growth in population over the decade was in Other ethnic group which more than doubled by 4.9%, increasing its share from 4.7% in 2011 to 9.7% in 2021. Mixed or multiple ethnicities also recorded a nominal increase of 0.5%.

Religion:

- Almost two-fifths (39.3%) of people in Haringey reported their religion as Christian. The rest were as follows; 12,6% Muslims, 3.6% Jewish ,1.3% Hindus, and2.3% who reported another religion. Almost a third (31.6%) of people stated no religion and (8% chose not to answer.
- Haringey's Jewish population (3.6%) is more than double London's (1.7%)

Disability:

- In 2021, in Haringey, the proportion of disabled people was 16.6%, slightly above figures for London (15.6%) and just below England & Wales (17.8%).
- Haringey has the 12th highest percentage of disabled residents in London (16.6%) and the 10th highest percentage of residents whose day-to-day activities are limited a lot (7.9%).

Marital Status and Civil Partnership:

- The number of people in marriage or civil partnerships (72,881, 33.7%) has remained largely unchanged (0.1% decrease) since 2011. Those reported as separated, but still legally married or still legally in a civil partnership fell slightly by 1.2% from 8,066 in 2011 to 6,035 in 2021. Divorced or civil partnership dissolved and widowed or surviving civil partnership partner comprise 8.2% and 3.5% respectively

Pregnancy and Maternity:

- Borough Profile: Live Births in Haringey 2021: 3,376. As pregnancy and maternity are transient characteristics the only data available is the retrospective live birth data.

Sexual Orientation:

-
- 5.6% of Haringey resident identified as LGBTQ+, this includes 2.7% who identified as Gay or Lesbian, 2.1% who identified as Bisexual and 0.8 % who said other. All these percentages are higher than both London and England & Wales.

Gender reassignment:

- A total of 0.6% answered “No”, indicating that their gender identity was different from their sex registered at birth. Within this group:
- 389 (0.2%) identified as a trans man
- 383 (0.2%) identified as a trans woman
- 537 (0.2%) identified as another gender identity

2. Equalities context in Haringey

The impact of the budget proposals on equalities should be seen within the context of residents' lives in Haringey. Longstanding inequalities persist in Haringey as they do nationally and globally. In recent years global events, like the COVID-19 pandemic, cost of living and international conflict have impacted on people living in the borough by perpetuating health and economic inequalities and driving community tensions and hate crime.

In common with the whole country, the primary equality challenge in the last year has continued to be the impact of the ongoing cost-of-living crisis on residents. The cost-of-living crisis has compounded economic disadvantage, which often interacts with lack of equal opportunities and discrimination faced by individuals with protected characteristics, notably for disabled people, young people from lower socioeconomic backgrounds, and Black, Asian and minority ethnic residents are more likely to live in our more deprived wards and experience employment gaps.

The number of people receiving unemployment benefits in the borough has fallen very slightly in the last year. The most recent Cost of Living Statistical Bulletin states 7.5% of residents aged 16+ were claiming unemployment-related benefits in Haringey in May 2025 – circa 14,000 people. This is one of the lowest rates in the last 18 months, yet the 3rd highest of all UK local authorities. This represents a fall of 0.3% from November 2024 when 7.8% of Haringey residents were in receipt of these benefits. Furthermore, the same source states that 27.2% of residents aged 16 to 65 were claiming Universal Credit in Haringey in November 2025 – over 51,000 people – the highest ever figures. This represents an increase of 3.5% when compared to 23.7% of Haringey residents in receipt of this benefit in November 2024.

Deprivation figures provided by the Indices of Multiple Deprivation were updated in 2025. Whilst the new IMD data is still being analysed, under the new measurements Haringey is relatively more deprived than previously:

- Haringey now has, within London, the highest proportion of LSOA's that are in the 10% most deprived in the country (at 19.1%) (previously second at 9.7%).
- This increase in proportion of LSOA's in the top decile is true across almost all sub domains too, having approximately doubled in Income, Employment, Environment, and Children's Deprivation, and with a significant increase in Barriers to Housing and Services. When ranking Local Authority Districts across the UK on the measure for the 'Proportion of population living in income deprived households' Haringey is ranked 20th at 35.4%.
- Haringey's position in the Crime domain has improved the most, now relatively less deprived. This is a shift from being the most deprived in London, to the second most.
- Barriers to Housing and Services, as well as Income Deprivation Affecting Children (IDACI) has worsened the most. By score Haringey has moved from being 11th in London for Barriers, up to 5th, and for IDACI Haringey's national rank has moved from 61st to 20th, now in the top 10% nationally.

The State of the Borough report for May 2025 indicates that:

- Haringey has the 13th largest proportion of residents earning below the London Living Wage of all London boroughs.
- Haringey has a higher than average number and rate of children living in poverty. Children in the east of the borough are substantially more likely to be affected by income deprivation than those in the west.
- Inequality in life expectancy amongst men increased from 7.4 to 8.1 in the last year, it's highest level in the last decade, whilst inequality in women increased again from 3.5 to 4.2 years.

3. Budget Setting Context

3.1. Context for the Budget/MTFS

The proposals in this budget have been developed in a national context where setting local government budgets gets more difficult every year. Haringey has around £143m less in core government funding (in real terms) than it did in 2010 – a 55% drop. At the same time, there have been huge rises in the need for services and substantial price rises pushing up the cost of running services. Despite year-on-year efficiency savings, spending reductions and measures to increase revenue, Haringey will again require Exceptional Financial Support from government to balance our budget next year.

The council recognises that this is a challenging time for our residents, businesses and communities and this budget has been developed in this context, seeking to achieve the best possible outcomes with the limited resources available to us.

Exceptional Financial Support
The Council's financial position is challenging. Efforts to reduce costs and identify additional savings continues but an application to the Government for Exceptional Financial Support (EFS) is a necessary response to the Council's financial circumstances. EFS support will be provided through an agreement by Government that the Council can capitalise part of its day to day running costs. In practice this means that the Council has permission to either borrow or use capital receipts from the sale of assets to fund day-to-day expenditure.

Given the significant financial challenges we face as a council, this budget, as with the previous year's, presents difficult decisions which may have potential negative impacts on individuals with protected characteristics. Where negative impacts are anticipated, EQIAs will be developed in line with the relevant proposals and mitigating actions will be taken.

3.2. Council Tax

Currently, we are proposing to increase council tax by 2.99% with an additional 2% increase for Adult Social Care. This is the same as last year and is in line with the referendum thresholds published by Government as part of the Provisional Local Government Finance Settlement.

The Council Tax Reduction Scheme will provide financial assistance with Council Tax bills for residents who are on a low income or less able to pay. Find out more at www.Haringey.gov.uk/heretohelp.

3.3. Tackling inequality

Haringey Council's Corporate Delivery Plan 2024-26 commits to fairness and equality running through everything the council does to reduce inequality and promote equity of access, experience and outcomes.

This cross-cutting commitment recognises that:

- we need to use the levers available to us to reduce poverty and economic inequality in the borough and mitigate its worst impacts.
- some groups of residents experience unacceptable structural inequalities related to their protected characteristics and circumstances.
- as we respond to the climate emergency, we understand that there are some residents and communities who will need to be supported to secure a just transition to net zero – and who will be more affected by the impacts of climate change
- social inequalities drive the unacceptable health inequalities which have been all too starkly thrown into relief in the last two years.

The objective of reducing inequality needs to influence how we work with all our communities, target our resources, support and develop our workforce, design our services, and mobilise around key issues.

In this Budget/MTFS the council has sought to promote equality by tackling the rising cost pressures in adult social care, children's social care and temporary accommodation caused by inflation. This ensures we continue to support our most vulnerable residents and meet our statutory obligations, while continuing investment in capital projects that bring a range of social and economic benefits.

4. Assessing impact of MTFS proposals on equalities

The table below shows the detail of all MTFS policy proposals, noting where the requirement for a full Equalities Impact Assessment has been identified and, where potential equalities implications are anticipated, a summary of the findings.

The tables also show proposals for capital spend, noting any likely equality implications.

Adults, Health and Housing Proposals

Proposal	Full EQIA to be conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Savings				
Reduction in floating support contract This floating support service provides non-statutory, targeted, person-centred housing-related assistance to residents aged 18 and over living in Haringey, and those placed outside in temporary accommodation. Support includes tenancy sustainment support, income maximisation and support with benefits, crisis support and signposting to relevant services. This proposal would see the service refocus to: • Prioritise residents with complex needs or at high risk of tenancy breakdown • Introduce a shift towards short-term, intensive crisis intervention	Yes	Residents that access these services fall under a number of protected groups, namely older residents, disabled residents as well as residents from Black and Asian backgrounds. Should recommissioning for these services go forward, residents who are most at risk could benefit from a prioritisation strategy.	Residents who access this service who fall under a number of protected groups could be disproportionally affected negatively if this service is not going to be recommissioned.	As the service move into consultation on the process of recommissioning the service, additional care will be taken to include the view and opinions of people with protected characteristics.

We will work closely with the provider to implement a prioritisation strategy that ensures the most vulnerable residents receive support first. This approach will also strengthen collaborative working to connect people with the right services at the right time. In addition, we are working towards a digital modernisation programme to provide information and advice quickly and efficiently. These improvements will be achieved by reviewing how services are delivered, streamlining ways of working, reducing back-office costs, and focusing resources on activities that deliver the best outcomes for residents. Any reductions in service will be mitigated, in part, by the creation of two dedicated tenancy sustainment posts in the newly created Independence and Early Intervention Team that will offer tenancy sustainment support to Council Housing tenants. Residents will also continue to have access to Haringey Advice Partnership, mental health floating support, and older persons provision.				
Review of Adult Social Care Charging Policy and strengthening financial assessment processes This proposal to review adult social care policy and practice aims to save £909,000 in 2026/27 by implementing the following: • Revising the Charging Policy so charges for care begin from the date care starts and not after financial assessment, as is currently the case. This would align with other councils and ensure a fairer and more equitable approach. • Improving the financial assessment process - ensuring assessments are processed more quickly by adding staff capacity and improving co-ordination to reduce delays. Appropriate safeguards will be put in place for residents who experience genuine difficulty providing information needed to make an accurate financial assessment.	No	None anticipated	ASC is a universal service. People accessing may be more likely to fall under a range of intersectional protected characteristics which may lead to barriers in completing financial assessments promptly. This may include residents with cognitive impairments, language barriers, or limited digital access or literacy.	If the proposal moves forward to implementation, clear communication will be provided at the point of service commencement. Support to be made available in a timely fashion for residents facing barriers to help complete assessments quickly and avoid unnecessary delays.

			Any support needs that result in delays to completing financial assessments could cause stress for some of these residents.	
Incentive payments to increase and retain Private Sector Leasing (PSL) stock for use as temporary accommodation Since 2008, Haringey Council has faced a gradual decline in the number of landlords offering their properties for use as temporary accommodation. This trend has been driven by a combination of market pressures and funding constraints. Most notably, the continued rise in private rental prices—over 10% across London since September 2024—has made it increasingly difficult for the Council to compete with market rates. As a result, landlords are opting to lease their properties through agents or to other boroughs that offer higher rents or more attractive incentives. The Council's ability to retain PSL properties is further limited by the outdated Temporary Accommodation (TA) Subsidy, which is still based on 2011 Local Housing Allowance levels. This means that when three-year leases come to an end, landlords often request rent increases that the Council cannot meet, leading them to withdraw their properties from the PSL scheme in favour of more lucrative options. To address this, the Council is proposing a pilot scheme to offer landlords a one-off financial incentive at the start of new three or five-year leases. The estimated cost of this initiative is £1.5 million per year, with the aim to retain existing PSL properties and attract new ones thereby avoiding the higher costs associated with nightly paid and B&B accommodation.	EqIA screening tool in place indicates full EqIA not required.	Residents placed in Temporary Accommodation fall under a range of intersectional protected characteristics, including sex, age, disability, race, religion or belief and the local adopted socio-economic characteristic. The introduction of incentive payments will increase access to temporary accommodation could positively impact residents by reducing time spent in unsuitable bed and breakfast accommodation.	None anticipated	Not applicable
Capital Cost Reductions				
Locality Hub (Northumberland Resource Centre)	No	None anticipated	None anticipated	Not applicable

The property is in the Housing Revenue Account budget and general fund budget is no longer required				

Children's Services Proposals

Proposal	Full EQIA to be conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Savings				
Care leavers accommodation This proposal is for Haringey Children's Services and Housing to work together to develop 11 supported accommodation 'training flats' at Hornsey Town Hall to support 18–25-year-olds who have been in the care of Haringey Council. This is an alternative to current reliance on high-cost private sector placements. The proposed scheme includes: • 11 housing units for Haringey care leavers • Wraparound support and life-skills training delivered by a commissioned provider • Rent set at London Affordable Rent (currently £206.87/week), fully covered by housing benefit. To deliver the proposed scheme the anticipated costs and savings are: • Capital investment: £35,000 (furnishing, repairs, meters, office setup) • Cost avoidance: £21,545 per placement annually • Total savings: Up to £267,944 assuming 80% occupancy. The proposed model is in line with the council's statutory duties to support care leavers and offers a sustainable,	Tbc	Yes – care leavers fall under a range of intersectional characteristics, sharing the characteristic of age as 18–25-year-olds. The proposal anticipates that centralised support for this group of young residents will provide stability and improve outcomes	None anticipated	Not applicable

local solution to rising supported accommodation costs by reducing reliance on costly, fragmented private sector placements. It is anticipated that centralised support for this group of young residents will provide stability and improve outcomes.				
Introducing specialist foster carer allowances This proposal is to introduce a structured, transparent, and equitable payment system for specialist foster carers in Haringey. This is expected to deliver savings by increasing the number of specialist foster carers working with Haringey Council directly and reducing the need to use high-cost Independent Fostering Agencies to provide foster carers. The proposed model is based on a tiered payment system reflecting the complexity of children's needs. • Tier 1 – Enhanced Support (£700–£850/week) for children with moderate emotional/behavioural needs • Tier 2 – Intensive Support (£900–£1,100/week) for children with significant trauma or mild disabilities • Tier 3 – Complex Needs (£1,200–£1,300/week) for children with high-level needs, including parent-child placements. This tiered approach ensures that payments are aligned with the complexity of care required, while also incentivising carers to develop the skills and capacity to support children with higher needs.	Yes	Yes, indirect impacts are anticipated on those children and young people foster placements sharing a range of characteristics including age.	None anticipated	Not applicable

Capital Cost Reductions				
In borough respite scheme This scheme has not progressed as anticipated and instead £900,000 of the budget will be retained for developing in-house respite facilities – the remainder removed from the programme and added to the pre-pipeline until further proposals are developed.	No	None anticipated	None anticipated	Not applicable

Environment and Resident Experience Proposals

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Savings				
Leisure centre savings and increased income through delivery of a commercialisation plan Leisure services were brought back under the direct control of the Council in October 2024. As part of the this, the Council committed to £800,000 a year in additional resources for the running of the centres. Current operations are being run within this budget. The service is in a period of stabilisation and transformation, with an externally validated commercialisation plan in place aimed at growing income and membership. This plan aims to generate £7.5 million of income annually. This new proposal seeks to increase the range of and quality of facilities available at our leisure centres to generate additional income and deliver savings in 2028/29 and 2029/30. Achieving this may require further capital investment, as improved facilities are key to increasing footfall in the centres and growing the number of memberships.	Yes	As a universal service, access to improved leisure facilities are anticipated to positively benefit all users. The commercialisation plan delivers a broader range of services through our existing facilities, including more programming for single sex and disability sessions, plus potential to accommodate other groups with protected characteristics. The future redesign of the leisure offer will result in more welcoming, accessible and inclusive leisure centres which meet the needs of Haringey's diverse communities and encourage higher levels of physical activity amongst residents.	None anticipated.	Not applicable
Increasing the number of residents accessing their Council Tax bill online ("e-billing") and online forms We propose to increase the number of residents who receive their Council Tax bill online rather than in the post. It saves the council money when residents obtain	No	None	Potential for indirect impacts on older people, people with disabilities, people from different ethnic backgrounds.	If this proposal is taken forward for implementation, consider language and disability access needs

their Council Tax bill online, because it reduces printing and postage costs and is more efficient. 33,125 people are on e-billing already, out of 114,963 Council Tax accounts. We estimate that a further 40,000 could switch to e-billing if we invested £12,000 in communications and promotion. This could save an estimated £35,000 on printing and postage alone. The online Council Tax bill is in pdf format and can be printed and used for proof of address in the same way that the posted version can. The activities to increase e-billing uptake will include a promotion campaign over 6 months, including targeted social, and the use of existing email data to encourage residents to sign up to e-billing. The promotion campaign will also promote the use of online forms for Council Tax requests, to reduce the manual work that Council Tax staff have to do. The automation that exists in the forms will reduce the workload and enable staff savings.				under the Translation and Interpretation Policy Consider residents who may need paper for visa/home-office evidence. Communications should include reassurance regarding paper copy availability, assisted digital, translations, visa exemption
Charge to Insurers for CCTV footage This proposal involves charging insurance companies when they request CCTV footage relating to motor insurance claims that they process. Currently the Council receives approximately 120 CCTV footage requests from insurance companies per year. It makes no charge for handling these requests despite the staff time involved. The proposal is to recover costs by charging insurers to conduct an initial search for footage, and a further charge if footage is located and provided, in the range charged by other local authorities. It is estimated that this will generate income of up to £48,000 per year. If taken forward, further benchmarking would be required including a legal review of the structure of the proposal, fees charged, and any exemptions.	No	None anticipated	None anticipated	Not applicable

Capital Cost Reductions				
Clean Air School Zones Proposal to pause all works during 2026/27 to then re-visit in next year's annual review programme	No	None anticipated	Potential for indirect discrimination depending on location and pupil / staff / parents and carer cohorts of schools that are on pause.	Ensure the annual review maps current geographical distribution of any schemes implemented. If programme restarts prioritise equitable distribution of initiatives.
Capital Investment				
Moselle Brook The Moselle culvert plays a critical role managing surface water flooding.Partial collapse of the culvert in 2024 requires urgent permanent works.	No	None anticipated	None anticipated	Not applicable
Tree planting Increase in tree planting across the borough – sponsorship / grant funding will be explored.	No	Potential for disproportionality in positive impacts on some groups sharing protected characteristics.	None anticipated	Equitable geographical scheme implementation – reflecting current gaps in tree canopy in the borough
Waste Management Purchase of the waste vehicles by the Council rather than them being leased through the waste contract is more cost effective. The new waste contract will commence in 2027. This budget is already included in the capital programme for 2027/28, but the vehicles need to be purchased in advance of the contract start date and so this will bring forward the budget into 2026/27.	No	None anticipated	None anticipated	Not applicable

Culture, Strategy & Engagement Proposals

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Savings				
Review of support to businesses The Business Support function underpins Haringey's economic ambitions by helping local businesses grow, stay in the borough, and contribute to thriving high streets. It aims to boost business rate income and create local jobs. Currently, key activities include: • The Haringey Business Forum • The Haringey Business Bulletin • Access to finance through The Opportunity Investment Fund and Productive Valley Fund, supply chain opportunities, and signposting to opportunities • Delivery of the Haringey Markets Strategy • Supporting Town centre partnerships, Business Improvement Districts, and local business networks The current revenue budget totals £577,780. The proposal is to fundamentally review the purpose and remit of this service. Recent strategic opportunities such as the London Growth Plan, Borough of Culture 2027 and the European Football Championships coming to Tottenham in 2028 mean we need to redefine and re-prioritise the Council's approach to inclusive growth. The team will redesign the Business Strategy to focus on growth in Haringey, working with our partners in key business sectors, drawing them into the new Business Forum. The current strategy and team need to be reshaped to deliver such an approach, and we believe we can do so with a smaller budget. A £100,000 saving is proposed for 2026/27. Engagement with businesses will take part as part of the review.	No	None anticipated	None anticipated	Not applicable

Finance and Resources

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Capital Cost Reductions				
Reduction in Digital Schemes A detailed review of all schemes relating to digital and technology has been undertaken and £1.2m of reductions have been identified based on the latest planned projects.	No	None anticipated	None anticipated	Not applicable
Capital Investment				
Schools Capital Programme Immediate essential repairs for 8 schools (6 primary and 2 secondary) cannot be contained within existing programme	No	Positive impacts can be anticipated for children and young people attending the schools in the essential repairs programme.	None anticipated	Not applicable
Alexanda Palace This will be an investment into the Panorama Room and Kitchen, the key facility used to host the darts. In addition, investment in Mothergrid and the stage, to allow large performance to take place at the palace. This capital investment is expected to support the palace in delivering its income generation strategy and will be through a loan from the Council so no impact on the Council's revenue position.	No	None anticipated	None anticipated	Not applicable

Management Actions

Proposal	Full EQIA conducted?	Positive Impacts anticipated	Negative Impacts anticipated	Mitigating actions anticipated
Savings				
Management actions	No	None anticipated	None anticipated	Not applicable

This proposal includes a range of actions that will be taken at an operational level within the council to ensure maximum efficiency and reduce costs.				

5. Impact of Budget/MTFS on Equalities

The council works to prevent or mitigate any potential negative impacts of MTFS proposals on equalities ensuring as far as possible that MTFS proposals taken forward align with the principles set out in section 3.3 above.

Full EQIAs will be carried out for proposals as indicated in the table above and measures tailored to the relevant proposals will be outlined in those EQIAs to mitigate any potentially disproportionate negative impacts.

5. **Consultation**

The budget proposals for 2026-27 have been subject to a formal public consultation. A Budget Consultation Report is appended to the Budget Cabinet Report.

Respondents were asked:

- if they supported some proposals and/or
- to what extent proposals would impact them and to provide reasons for their response
- to share their views on capital spending reductions and capital investments
- to share any other changes or proposals that might save money or achieve better value from council spending or generate income
- their views on priorities for protecting spending and any other thoughts on the council's proposed budget.

5.1 Key findings:

All savings proposals under consultation were supported by a majority of respondents. When questioned about the impact of certain proposals, a majority of respondents selected 'little or no impact', or 'don't know'. Where reasons were provided, many respondents indicated that neither they nor any members of their family had any experience of the potentially affected service.

Respondents prioritised investment in schools, housing, waste management, and climate resilience. There was opposition to the pause in implementing clean air zones for schools and concerns about spending on Alexandra Palace and other non-essential projects.

Respondents spending priorities were for frontline services that benefit residents with a range of protected characteristics. Priorities highlighted include: protecting social care, housing, libraries, and environmental initiatives

Where asked for further suggestions around saving money, generating income and council priorities, residents put forward a range of suggestions. These responses can be seen on the online consultation page as well as in the Budget 2026-2027 Consultation Report.

5.2 Potential Impact on Residents' Protected Characteristics:

Age:
There was support for the proposals for in-house foster carers and care leavers accommodation. Respondents felt that there would be a positive impact on this protected characteristic with children and young adults benefiting from these proposals.

Some respondents were concerned the proposals relating to Adult Social Care Charging Policy might negatively impact residents under this protected characteristic.

There was more concern from older respondents about the Council Tax e-billing proposal, however this proposal was supported providing a paper bill was still available.

Disability:
Some respondents were concerned the proposals relating to Adult Social Care Charging Policy and the Floating Support Refocus might negatively impact residents under this protected characteristic. Anticipated mitigations for these proposals are set out in the table above.

Gender reassignment:
No impacts were raised by respondents under this protected characteristic.

Marriage and Civil Partnership:
No impacts were raised by respondents under this protected characteristic.

Pregnancy and Maternity:
No impacts were raised by respondents under this protected characteristic.

Race:
No impacts were raised by respondents under this protected characteristic.

Religion and Belief:
No impacts were raised by respondents under this protected characteristic.

Sex:
No impacts were raised by respondents under this protected characteristic.

Sexual orientation:

No impacts were raised by respondents under this protected characteristic.

Socio-economic:
Some respondents were concerned the proposals relating to Adult Social Care Charging Policy and the Floating Support Contract refocus might negatively impact residents under this protected characteristic. Anticipated mitigations for these proposals are set out in the table above.

In summary, there is no evidence that the proposed 2026-2027 Budget could cumulatively create disproportionately negative impacts on any groups sharing protected characteristics. However, those proposals and programmes that have a geographical aspect to their implementation e.g. tree planting schemes and Clean Air School Zones should consider programme design and implementation that seek to tackle the range of inequalities most particularly faced by residents in neighbourhoods experiencing multiple factors of deprivation.

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Haringey Council
Written Statement/Record of a decision made by an officer under delegated authority

Decision Maker (Post Title)	Corporate Director of Finance and Resources - Section 151 Officer
Subject of the decision	2026-27 Council Tax Base Report
Date of decision	13 January 2026
Decision	I approve the recommendation as set out in the attached report: That, the council tax base for 2026-27 is set at **80,924** in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012; and That the assumed collection rate is set at **92.50%** for 2026-27.
Reasons for the decision	The Council is required to set its council tax base by the 31st January each year. The Council has delegated the decision for setting the council tax base to the S151 officer in consultation with the cabinet member for Finance and Resources. Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It represents a measure of the taxable capacity of the Council and when multiplied by the band D council tax rate indicates the Council's tax generating potential for that year.
Details of any alternative options considered and rejected by the officer when making the decision	No alternatives were considered as this is a requirement of a Statutory Instrument.
Conflicts of interest – Executive decisions **Details of any conflict of interest declared by a Cabinet Member who is consulted by the officer which relates to the decision and details of dispensation granted by the Council's Head of Paid Service**	None
Conflicts of interest – Non executive decisions **Where the decision is taken under an express delegation e.g. by a Committee, the name of any Member who declared a conflict of interest in relation to this matter at the committee meeting,**	N/A

Title of any document(s), including reports, considered by the officer and relevant to the above decision or where only part of the report is relevant to the above decision, that part) **These documents need to be attached to the copy of this record/statement kept by the Authority but must not be published if they contain exempt information**	2026-27 Provisional Local government finance settlement report including the 2026-27 council tax report that sets the referendum principle. Consultation: provisional local government finance settlement 2026 to 2027 GOV.UK
Reasons for exemption with reference to categories of exemption specified overleaf, or **Reason why decision is confidential (see overleaf)** **Note: decisions containing exempt or confidential information falling within the categories specified overleaf are not required to be published.**	N/A
Communicating your decision: **Who needs to know about this decision and is a plan in place to tell them? (officers in your department, in other departments where necessary, members, external stakeholders).**	In accordance with the Council's constitution, the Cabinet Member for Finance and Reources has been consulted on the contents of this report.
Signature of Decision Maker	T. Eves
Name of Decision Maker	Taryn Eves, Corporate Director of Finance and Resources and Section 151 Officer
Does the decision need to be published? **Yes** [√] **No** [ ]	

Title: Council Tax base for 2026/27

Report authorised by: Taryn Eves, Director of Finance and Section 151 Officer

Lead Officer: Frances Palopoli, Head of Corporate Financial Strategy & Monitoring

Ward(s) affected: All
Report for Key/

Non-Key Decision: Key decision

1. Describe the issue under consideration

1.1. This report sets out the recommended Council Tax Base for 2026/27. Regulations require the council tax base to be set by 31st January each year.

2. Introduction

2.1. The determination of the council tax base is an important element of the Council's budget setting process. This is because, it is the estimated base that is multiplied by the average council tax amount to derive the amount of council tax precept that the Council will budget for in 2026/27.

2.2. The increase in properties coming into rating over the last year was 537 compared to 380 the previous year. Insight from the planning and regeneration services has suggested year on year growth of 900-1000 new properties however, these have not translated into the same level of increases in the revenues system. Further work will be undertaken to better understand why these properties are not transpiring to increases on the rating list, some of which could be due to applicable reductions and exemptions. Considering the actual change since the prior year, rather than assume growth in line with Planning estimates, a more prudent growth assumption of 561 is proposed for 2026/27. As 80% of properties in the Borough are within Bands A – D, the modelling assumes that any of these new properties coming into rating through the year will also be within one of these categories.

2.3. The number of discounts applied continues to fall, largely due to the continued review of single person discount entitlement. Furthermore, the Council has elected to apply the maximum premiums to empty homes. Although still generating additional income, there has been a decrease of 142 in properties paying the premium compared to the previous year. The leading factor for this is the empty homes premium at 100% which has fallen by 42% mainly due to residents challenging the assessment and providing evidence to show not empty.

2.4. Analysis of the numbers claiming under the Council Tax Reduction Scheme (CTRS) shows that pension claimants have increased however working age claimants have continued to reduce giving a total 3.8% reduction compared to 2025/26. This may in part be due to the continued move in claimants to Universal Credit for benefits. Although the economic situation remains volatile, including some forecast increases to unemployment rates in the forthcoming year, the total CTR discount is estimated to remain in line with the December 2025 claimant numbers.

2.5. Taking all of the above into consideration, a 1,231 increase in the Taxbase before allowance for collection rate is forecast.

2.6. The other key element of the council tax base calculation is the projected collection rate. The collection rate was decreased last year to 95.75%. The in-year monitoring shows collection continues to be challenging and has consistently fallen short of the target by 2.5% to 3.1% through every period of the year. It is therefore proposed to reduce the assumed collection rate down to 92.5% for 2026/27.

2.7. In summary, after taking all of the above into consideration, a final Taxbase for 2026/27 should be set as 80,924 equating to a decreased yield of £3.002m. compared to the last financial year. This represents a 2% decrease in taxbase compared to 2025/26. The implications of this have been built into the 2026/27 Budget and 2026/2031 MTFS report.

3. Recommendations

3.1. That:

- the London Borough of Haringey's council tax base is 80,924 for the year 2026/27 in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, detailed in Statutory Instrument 2012:2914 which came into force on 30th November 2012.

- the assumed collection rate will be 92.5% for 2026/27.

4. Reason for Decision

4.1. The Council is required to set its council tax base by the 31st January each year. The Council has delegated the decision for setting the council tax base to the Section 151 Officer in consultation with the Cabinet Member for Finance and Corporate Services.

4.2. Setting the council tax base is a statutory requirement and a fundamental part of the revenue budget and council tax setting process. It is the estimate of the taxable capacity of the Council, and when multiplied by the band D council tax rate, determines the Council Tax precept for next year.

5. Alternative options considered

5.1. No alternatives were considered as this is a statutory requirement.

6. Background information

6.1. The Council as Billing Authority is required to calculate the tax base for the Borough in order for it to calculate its own council tax and is also required to notify this figure by 31st January each year to any major precepting authority (the Greater London Authority) as well as the levying bodies (Environment Agency, Lee Valley Regional Park Authority, North London Waste Authority and London Pension Fund Authority) in order for them to calculate and set their own budgets and determine the level of precept / levy to be made to Haringey.

6.2. The calculation of the council tax base is prescribed by regulations. It is the aggregate of estimated number of properties in each valuation band each year, subsequently adjusted to take account of the estimated number of discounts, disregards and exemptions which are likely to apply and any estimated increase / decrease in the list in the forthcoming year. The Council levies council tax on the basis of properties in band D and thus the numbers for each valuation band are adjusted to the proportion which their number is to band D; these proportions are set out in statute. Finally, the council must estimate its rate of council tax collection for the year and apply this figure to arrive at the council tax base figure.

6.3. The calculation below sets the tax base and not the council tax amount itself which is due to be set on 2nd March 2026 at Full Council.

7. Calculation of the Billing Authority's Council Tax base

7.1. The calculation is in two parts; 'A' (the Relevant Amount), which is the calculation of the estimated adjusted band D properties, and 'B', the estimated level of collection.

Relevant Amount

7.2. The calculation of 'A' – the relevant amount for each band is complex and includes several calculations which are shown in detail in Appendices 1 & 2. The resultant relevant number of properties per band is summarised in the table below:

Band	Relevant Amount (i.e. Number of Dwellings)
A	2,920
B	9,742
C	24,058
D	22,744
E	11,839
F	7,163
G	7,567
H	1,454
TOTAL	**87,486**

***Relevant amounts have been rounded for presentation purposes**

Collection Rate

7.3. The collection rate (B) is the council's estimate of the proportion of the overall council tax collectable for the year that will ultimately be collected. This is expressed as a percentage.

7.4. In arriving at a decision on the collection rate a number of factors need to be taken into account which includes:

- Internal systems and processes involved in the billing and collection process

- Appeals against valuation
- The mobility of the local population, particularly in the private rented sector
- The level and timeliness of information available when properties are sold, or let *and*
- The customer's ability to pay

7.5. For 2026/27, the collection rate is forecast at 92.5% a reduction of 3.25% compared to 2025/26.

Council Tax Base

7.6. The tax base is calculated by applying the following formula:

A x B = T

Where:

A is the total amount of the relevant amounts for that year
B is the authority's estimate of its collection rate for that year.
T is the calculated tax base for that year

7.7. In accordance with the requirements of the regulations and following the calculations in Appendix 1 to this report and above, the calculation of the Council Tax Base (T) for the London Borough of Haringey in 2026/27 is as follows:

2026/27	
Total Amount of Relevant (A)	87,486
X	
Collection Rate (B)	92.5%
Council Tax Base (T)	**80,924**

8. Contribution to Strategic Outcomes

8.1. The calculation of the council tax base is prescribed in law. Whilst the council tax base may have some impact on the Council's ability to generate revenue and therefore assist with delivery of corporate goals, the Council needs to adhere to the prescribed technical calculation set out by law in deriving its council tax base.

9. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

Chief Finance Officer's Comments

9.1. The council tax base set out in this report and any projected surplus/deficit on the council tax collection fund as of 31 March 2026 will be used to budget the council tax receivable for 2026/27 that will be included in the final Budget recommended to Full Council on 2nd March 2026.

Director of Legal and Governance Comments

9.2. The Head of Legal and Governance has been consulted in the preparation of this report and makes the following comments.

9.3. Pursuant to the Council's Constitution at Part Two – Articles of the Constitution - Article 4, paragraph 4.01(b) the decision on setting the council tax is delegated by Full Council to the s151 officer in consultation with CAB and the Cabinet Member for Finance.

Pursuant to the Local Government Finance Act 1992 (the Act) and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 (the Regulations), the Council is required to calculate its council tax base by the 31st January in calculating the council tax amount due in the following financial year and to also notify all precepting/levying bodies of its council tax base.

9.4. In light of the above, coupled with (1) the assurance given at paragraph 7.7 above that the calculation has been conducted in accordance with the requirements under the Act and the Regulations, and (2) the equality comments below, there is no legal reason why the Director of Finance and Section 151 Officer cannot adopt the Recommendations contained in this report.

9.5. Equality Comments

9.6. The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

9.7. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.8. The proposed decision is to Haringey's Council Tax base and the assumed collection rate for 2026/27. The Council as Billing Authority has a statutory duty to calculate the tax base for the borough and notify this figure to the relevant authorities annually on January 31st. Forecast calculations have been modelled using data gathered from previous years and information on new properties in the borough. There are no known equalities implications arising from this decision.

10. Use of Appendices

10.1. Appendix 1 – Calculation of the estimated adjusted band D properties for the London Borough Haringey 2026/27.

11. Local Government (Access to Information) Act 1985

11.1. None.

APPENDIX 1

Calculation of the Billing Authority's Tax Base

1 Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (S.I. 1992 No.612) and amended by (S.I. 2012 No. 2914) states that a Billing Authority's Council Tax Base for a financial year shall be calculated by applying the formula –

'A' x 'B'

Where 'A' is the total of the relevant amounts for each of the Valuation Bands which are shown or likely to be shown in the Authority's Valuation list as at 30 November in the year prior to the year in question, adjusted for estimated discounts, exemptions, disregards, increases / decreases; and where 'B' is the Authority's estimate of its collection rate for that year.

2 The Regulations state that item **'A'** should be calculated by applying the following formula:

((H – Q + E + J) – Z (F / G) where

H is the number of chargeable dwellings in that band

Q is a factor to take account of the discounts of council tax payable. It is calculated as Q = (R x S)

R is the number of discounts estimated to be payable in respect of these dwellings

S is the percentage relating to each discount classification

E is a factor to take account of any premiums to be added to the Council tax base

J is the amount of any adjustment in respect of changes in the number of chargeable dwellings, discounts or premiums calculated by the authority in accordance with paragraph 7 due to factors such as:

(a) New properties and properties being banded

(b) Variations in number of exempt properties

(c) Successful Appeal against bandings

(d) Variations in the number of discounts

Z is the total amount that the authority estimates will be applied in relation to the authority's council tax reduction scheme in relation to the band, expressed as an equivalent number of chargeable dwellings in that band.

F is the relevant prescribed proportion of council tax to be paid for each dwelling in that band.

G is the relevant prescribed proportion of council tax to be paid for Band D

APPENDIX 1

3 The calculations for **A** for the London Borough of Haringey and the summary is set out below: -

Calculation Item	Disabled Band A	A	B	C	D	E	F	G	H	2026/27 Total
H	3	7,273	19,021	35,815	28,193	11,475	5,491	4,737	739	112,747
Q	0	-1,048	-2,579	-3,348	-1,784	-628	-217	-150	-14	-9,766
E	0	125	127	70	88	22	19	9	6	466
J	0	45	118	223	175	0	0	0	0	561
(H-Q+E+J)	3	**6,396**	**16,687**	**32,760**	**26,673**	**10,869**	**5,293**	**4,597**	**731**	**104,008**
Z	0	-2,015	-4,162	-5,695	-3,929	-1,183	-334	-56	-4	-17,379
(H-Q+E+J) - Z	3	**4,380**	**12,525**	**27,065**	**22,744**	**9,686**	**4,959**	**4,540**	**727**	**86,626**
F/G	0	0.67	0.78	0.89	1.00	1.22	1.44	1.67	2.00	0.00
((H-Q+E+J) - Z) x (F/G)	**0**	**2,920**	**9,742**	**24,058**	**22,744**	**11,839**	**7,163**	**7,567**	**1,454**	**87,486**

The table below compares the 2026/27 calculations with those for 2025/26 and highlights where the biggest variances are estimated to occur.

Calculation Item	202526 Tax Base	2026/27 Tax Base	Change
H	112,186	112,747	561
Q	-9,854	-9,766	88
E	608	466	-142
J	350	561	211
(H-Q+E)	**102,941**	**103,447**	**507**
Z	-18,044	-17,379	664
(H-Q+E) - Z	**84,897**	**86,068**	**1,171**
((H-Q+E) - Z) x (F/G)	**86,255**	**87,486**	**1,231**
Collection Rate	95.75%	92.50%	-3.25%
Council tax base	**82,589**	**80,924**	**-1,665**

APPENDIX 7
2025/26 - 2030/31 Draft Capital MTFS (GF) CAPITAL MTFS BUDGET

SCHEME REF	SCHEME DESCRIPTION	PORTFOLIO HOLDER	Delivery Stage	Capital Strategy Principle	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total	Source of Funding
					(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
101	Schools - essential and planned repairs and maintenance to the primary schools portfolio	Cllr Brabazon	Pipeline	1	3,723	2,345	2,000	2,000	2,000		**12,068**	E
102	Schools - modernisation and improvements to the primary schools portfolio (including SEND provision)	Cllr Brabazon	Pipeline	1	3,496	13,232	5,402	5,402	5,402	2,902	**35,838**	H & E
104	DFE - Childcare Expansion Capital Grant	Cllr Brabazon	Delivery	1	25	0	0	0	0		**25**	E
105	Replacement of Reinforced Autoclaved Aerated Concrete in schools across the borough	Cllr Brabazon	Delivery	1	251	0	0	0	0		**251**	E
110	Schools - capital budget fully passported to schools for capital works	Cllr Brabazon	Delivery	1	504	531	531	531	531		**2,628**	E
114	Schools - modernisation and improvements to the secondary schools portfolio (including SEND provision)	Cllr Brabazon	Pipeline	1	2,210	0	0	0	0		**2,210**	H
121	Essential repairs and maintenance for Pendarren House Activities Centre	Cllr Brabazon	Pipeline	1	229	228	0	0	0		**457**	H
124	Expansion of In-Borough Residential Care Facilities	Cllr Brabazon	Pipeline	3	381	472	17	0	0		**870**	H
125	Expansion of SEND provision across the borough's schools in line with the Safety Value Programme	Cllr Brabazon	Pipeline & Delivery	1	3,446	2,937	4,640	0	0		**11,023**	H & E
126	Upgrade and developments required to the early years and social care case management systems (Liquid Logic)	Cllr Brabazon	Delivery	1	220	250	1,780	0	0		**2,250**	H
127	A grant to provide musical instruments to Haringey schools and adjacent borough schools	Cllr Brabazon	Delivery	2	579	0	0	0	0		**579**	E
Children's Services					**15,064**	**19,995**	**14,370**	**7,933**	**7,933**	**2,902**	**68,198**	

Source of Funding	(£'000)	%								
Core Capital Programme Borrowing	32,743	48.01%		5,440	13,896	4,699	2,902	2,902	2,902	**32,743**
Community Infrastructure Levy (CIL)	0	0.00%								-
Capital Grants from Central Government Departments	34,876	51.14%		9,045	6,099	9,671	5,031	5,031	-	**34,876**
Capital Funding from GLA ,TfL & Other LA's	0	0.00%								-
Revenue Contribution to Capital Outlay (RCCO)	0	0.00%								-
Usable Capital Reserve	0	0.00%								-
Land Appropriation	0	0.00%								-
Grants & Contribs from Non-departmental Public Bodies	579	0.85%		579	-	-	-	-	-	**579**
Developer Contributions (S106 & S278)	0	0.00%								-
	68,198			**15,064**	**19,995**	**14,370**	**7,933**	**7,933**	**2,902**	**68,198**

201	Aids, Adaptations and Assistive Technology in homes to support people living at home for longer - funded by Disabled Facilities Grant	Cllr das Neves	Delivery	2	3,616	2,200	2,200	2,200	2,200		**12,416**	E
211	Community Alarm Service for residents supported to live at home	Cllr das Neves	Delivery	1	177	177	177	0	0		**531**	H
213	Refurbishment of Canning Cresent to provide Crisis accommodation and the Clarendon Recovery College	Cllr das Neves	Delivery	2	682	0	0	0	0		**682**	H
225	Locality Hub	Cllr das Neves	Pipeline	3	338	0	0	0	0		**338**	H
226	General Fund contribution to the acquisition of homes to reduce numbers in emergency temporary accommodation	Cllr Williams	Pipeline	3	4,850	0	5,000	5,000	5,000	5,000	**24,850**	H
Adults, Housing & Health					**9,663**	**2,377**	**7,377**	**7,200**	**7,200**	**5,000**	**38,817**	

Source of Funding	(£'000)	%								
Core Capital Programme Borrowing	26,401	68.01%		6,047	177	5,177	5,000	5,000	5,000	**26,401**
Community Infrastructure Levy (CIL)	0	0.00%								-
Capital Grants from Central Government Departments	12,416	31.99%		3,616	2,200	2,200	2,200	2,200	-	**12,416**
Capital Funding from GLA ,TfL & Other LA's	0	0.00%								-
Revenue Contribution to Capital Outlay (RCCO)	0	0.00%								-
Usable Capital Reserve	0	0.00%								-
Land Appropriation	0	0.00%								-
Grants & Contribs from Non-departmental Public Bodies	0	0.00%								-
Developer Contributions (S106 & S278)	0	0.00%								-
	38,817			**9,663**	**2,377**	**7,377**	**7,200**	**7,200**	**5,000**	**38,817**

119	Implementation of School Street initiatives - new schemes paused for 2026/27	Cllr Ali	Pipeline	3	361	0	0	0	0		**361**	CIL
301	Essential and planned repairs and replacement of street lighting	Cllr Chadwani	Delivery	1	1,012	1,000	1,000	1,000	1,000		**5,012**	H & E
302	Essential and planned repairs to the boroughs roads	Cllr Chadwani	Delivery	1	5,351	6,000	6,000	6,000	6,000		**29,351**	H & E
303	Essential and planned repairs to major structures (including bridges across the borough).	Cllr Chadwani	Pipeline	1	1,730	0	0	0	0		**1,730**	H
304	Essential and planned repairs to surfaces at risk of flooding.	Cllr Chadwani	Pipeline	1	1,200	900	900	900	900		**4,800**	H
305	Implementation of the Brough parking Plan, which includes red routes & junctions management	Cllr Chadwani	Pipeline	1	268	250	250	250	250		**1,268**	H & E
309	Implementation of highways improvements in line with TfL funding arrangements	Cllr Chadwani	Delivery	3	1,983	1,200	1,200	1,200	1,200		**6,783**	E
310	Works funded by developers to improve the environment around new developments	Cllr Chadwani	Delivery	3	250	250	250	250	250		**1,250**	E
311	Essential and planned replacement of parks infrastructure	Cllr Arkell	Delivery	1	760	450	450	450	450		**2,560**	H, E & CIL

SCHEME REF	SCHEME DESCRIPTION	PORTFOLIO HOLDER	Delivery Stage	Capital Strategy Principle	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total	Source of Funding
					(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
313	Essential and planned replacement of equipment within the borough's parks and open spaces	Cllr Arkell	Delivery	3	1,849	400	400	400	400		**3,449**	H, E & CIL
314	Essential repairs to Parkland Walk bridges across the borough	Cllr Arkell	Delivery	1	1,196	350	2,500	350	0		**4,396**	H
322	Essential and planned maintenance of Finsbury Park - this is a ringfenced budget.	Cllr Arkell	Delivery	3	300	500	500	500	500		**2,300**	E
325	Essential and planned replacement of vehicles required to maintain the boroughs parks and open spaces	Cllr Arkell	Pipeline	3	0	674	0	0	0		**674**	H
328	Street & Greenspace Greening Programme	Cllr Ali	Delivery	3	142	75	0	0	0		**217**	H & E
332	Annual budget for modification of existing bays or creation of new disabled bays	Cllr Chadwani	Pipeline	1	305	80	80	80	80		**625**	H
333	Waste Management - new waste bins	Cllr Chadwani	Pipeline	1	98	321	0	0	0		**419**	H & E
334	Improvements to the parks depots	Cllr Arkell	Pipeline	1	57	0	0	0	0		**57**	H
335	Budget to make Streets safer and the Streets for People programme	Cllr Chadwani	Pipeline	1	2,717	0	0	0	0		**2,717**	CIL
336	Following insourcing of the Council's leisure centres, essential investment into the building and equipment at New River Sports Centre to deliver the commercialisation plan, increase membership and increased income	Cllr Arkell	Pipeline	3	918	533	0	0	0		**1,451**	H
338	Road safety measures across the borough to meet statutory requirements	Cllr Chadwani	Pipeline	1	631	530	530	530	530		**2,750**	CIL
341	Following insourcing of the Council's leisure centres, essential investment into the building and equipment across all leisure centres to deliver the commercialisation plan, increase membership and increased income	Cllr Arkell	Pipeline	3	1,992	2,580	1,063	1,063	0		**6,698**	H
343	Essential and planned maintenance of parks and open spaces within Tottenham	Cllr Arkell	Pipeline	3	1,500	0	0	0	0		**1,500**	H
345	Replacement Parks and Housing Machinery	Cllr Arkell	Pipeline	3	300	250	100	50	50		**750**	H
346	Budget for the purchase of replacement waste vehicles and bins for commencement of the new contract in 2027.	Cllr Chadwani	Pipeline	1	0	23,751	1,714	0	0		**25,465**	H
452	This budget funds community carbon reduction initiatives	Cllr Ali	Pipeline	3	113	0	0	0	0		**113**	E
455	Replacement Cloud based IT solutions for Planning, Building Control & Land Charges	Cllr Carlin	Pipeline	1	60	0	0	0	0		**60**	H
4013	Implementation of Clean Air School Zones - new schemes paused for 2026/27	Cllr Ali	Pipeline	3	400	0	400	400	0		**1,200**	H
4014	Walking and Cycling Action Plan (WCAP) - implementation of Low Traffic Neighbourhoods	Cllr Chadwani	Pipeline	1	609	609	609	609	609		**3,045**	CIL
4015	Walking and Cycling Action Plan (WCAP) - implementation of cycle routes across the borough	Cllr Chadwani	Pipeline	1	433	567	567	567	566		**2,700**	CIL
4016	Walking and Cycling Action Plan (WCAP) Cycle Parking (Hangers) improvements	Cllr Chadwani	Pipeline	1	118	118	118	118	118		**590**	CIL
New Scheme	Moselle Brook - The Moselle culvert plays a critical role managing surface water flooding . Partial collapse of the culvert in 2024 requires urgency permanent works.	Cllr Chadwani	Pipeline	1	0	1,100					**1,100**	H
New Scheme	Expansion of the tree planting programme across the borough	Cllr Ali	Pipeline	1	0	157	217	253	259	264	**1,149**	H
Environment & Resident Experience					**26,653**	**42,645**	**18,848**	**14,970**	**13,161**	**264**	**116,540**	

Source of Funding	(£'000)	%								
Core Capital Programme Borrowing	90,886	77.99%		16,412	38,552	15,074	11,196	9,389	264	**90,886**
Community Infrastructure Levy (CIL)	12,494	10.72%		5,200	1,824	1,824	1,824	1,823	-	**12,494**
Capital Grants from Central Government Departments	1,063	0.91%		744	319					**1,063**
Capital Funding from GLA ,TfL & Other LA's	6,783	5.82%		1,983	1,200	1,200	1,200	1,200	-	**6,783**
Revenue Contribution to Capital Outlay (RCCO)	2,300	1.97%		300	500	500	500	500	-	**2,300**
Usable Capital Reserve	0	0.00%								-
Land Appropriation	0	0.00%								-
Grants & Contribs from Non-departmental Public Bodies	1,597	1.37%		1,597	-	-	-	-	-	**1,597**
Developer Contributions (S106 & S278)	1,417	1.22%		417	250	250	250	250	-	**1,417**
	116,540			**26,653**	**42,645**	**18,848**	**14,970**	**13,161**	**264**	**116,540**

402	Shaping Tottenham programme	Cllr Gordon	Pipeline	2	5,099	11,112	2,182	0	0		**18,393**	H, E & CIL
406	This a fund to provide loans to business'	Cllr Gordon	Delivery	2	1,358	0	0	0	0		**1,358**	E
408	Essential and planned improvements to Down Lane Park	Cllr Arkell	Delivery	2	300	2,400	0	0	0		**2,700**	H & E
448	A programme of public realm improvements across the borough	Cllr Gordon	Delivery	3	0	1,500	0	0	0		**1,500**	E
458	The budget is for the provision of full Fibre Broadband and Wi-Fi connections to Council affiliated Buildings and Community Centres, and Business Support	Cllr Gordon	Delivery	2	921	0	0	0	0		**921**	E
483	This is a fund to provide loans to business in specified areas	Cllr Gordon	Delivery	2	816	0	0	0	0		**816**	E
480	Shaping Wood Green programme	Cllr Gordon	Pipeline	3	4,144	6,429	1,028	0	0		**11,601**	H, E & CIL
4005	A project to increase the amount of affordable work space in the borough	Cllr Gordon	Delivery	2	1,633	0	0	0	0		**1,633**	E
4010	Selby Urban Village Project is a mixed use community centre, sports and housing project	Cllr Gordon	Delivery	3	1,366	11,839	14,294	619	0		**28,118**	E

SCHEME REF	SCHEME DESCRIPTION	PORTFOLIO HOLDER	Delivery Stage	Capital Strategy Principle	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total	Source of Funding
					(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
421	Acquisition of homes linked to the Compulsory Purchase Order at High Road West	Cllr Gordon	Delivery	2	5,900	44,288	66,368	26,368	17,712	400	**161,036**	H & E
464	Improvement to Bruce Castle Museum	Cllr Arkell	Delivery	1	228	0	0	0	0		**228**	H
447	A contribution to the upkeep of Alexandra Palace	Cllr Arkell	Pipeline	1	470	470	470	0	0		**1,410**	H
330	New Civic Centre development	Cllr Carlin	Delivery	2	27,628	30,697	1,546	0	0		**59,871**	H
630	Libraries IT upgrade	Cllr Arkell	Pipeline	2	719	150	0	0	0		**869**	H
631	Essential works at Alexandra Palace to comply with the Protect duty (Martyn's Law)	Cllr Arkell	Pipeline	1	182	363	0	0	0		**545**	H
632	Essential works at Alexandra Palace for Health & Safety	Cllr Arkell	Pipeline	1	286	293	0	0	0		**579**	H
633	Essential works at Alexandra Palace for Compliance works	Cllr Arkell	Pipeline	1	1,194	1,006	0	0	0		**2,201**	H
New Scheme	A loan to Alexandra Palace to refurbish the Panaroma Room to ensure a quality environment	Cllr Arkell	Pipeline	1	0	3,000	500				**3,500**	H
New Scheme	This is to fund works to the emergency exit at Alexandra Palace, otherwise the facility will not be capable of being used	Cllr Arkell	Pipeline	1	0	750					**750**	H
New Scheme	A loan to upgrade the lighting rig at Alexandra Palace to bring it to modern standards	Cllr Arkell	Pipeline	1	0	1,500					**1,500**	H
Culture, Strategy & Communities					**52,244**	**115,797**	**86,388**	**26,987**	**17,712**	**400**	**299,528**	

Source of Funding	(£'000)	%									
Core Capital Programme Borrowing	105,610	35.26%		42,240	56,044	6,126	400	400	400	**105,610**	63,370
Community Infrastructure Levy (CIL)	527	0.18%		527						**527**	-
Capital Grants from Central Government Departments	22,528	7.52%		3,947	13,339	4,623	619			**22,528**	18,581
Capital Funding from GLA ,TfL & Other LA's	78,002	26.04%		2,554	6,200	25,968	25,968	17,312		**78,002**	75,448
Revenue Contribution to Capital Outlay (RCCO)	3,500	1.17%				3,500				**3,500**	3,500
Usable Capital Reserve	2,174	0.73%		2,174	-	-	-	-	-	**2,174**	-
Land Appropriation	2,100	0.70%				2,100				**2,100**	2,100
Grants & Contribs from Non-departmental Public Bodies	4,873	1.63%		802		4,071				**4,873**	4,071
Developer Contributions (S106 & S278)	80,214	26.78%			40,214	40,000				**80,214**	80,214
	299,528			**52,244**	**115,797**	**86,388**	**26,987**	**17,712**	**400**	**299,528**	

316	Essential and planned repairs to the Council's buildings in its operational estate portfolio	Cllr Carlin	Pipeline	1	7,575	7,600	6,378	897	0		**22,450**	H
342	Public Protection - To replace life expired IT system	Cllr Carlin	Pipeline	1	200	0	0	0	0		**200**	H
4011	Essential and planned repairs to the Council's buildings in its commercial property portfolio	Cllr Carlin	Pipeline	1	4,000	4,000	3,000	4,186	0		**15,186**	H
4012	Compliance works for Energy Performance Certificates	Cllr Carlin	Pipeline	1	1,000	500	500	500	0		**2,500**	H
602	Digital inclusion for Residents	Cllr Carlin	Pipeline	1	1,263	860	860	0	0		**2,983**	H
604	Core infrastructure support (e.g. Microsoft Server Backup)	Cllr Carlin	Pipeline	1	1,163	662	564	0	0		**2,389**	H
621	Libraries buildings upgrade	Cllr Arkell	Delivery	2	994	0	0	0	0		**994**	H
607	Replacement of the Council's e-procurement system. This is now being delivered by the project to replace SAP and will be a future decision to Cabinet	Cllr Carlin	Pipeline	1	114	0	0	0	0		**114**	H
624	Investment into digital technology - from 2026/27, this is part of scheme 660	Cllr Carlin	Delivery	1	120	0	0	0	0		**120**	H
625	CCTV Move and Replacement of end of Life Infrastructure	Cllr Carlin	Pipeline	1	1,466	733	0	0	0		**2,200**	H
626	Replacement of the Council's main data platform which has reached end of life	Cllr Carlin	Pipeline	1	1,098	1,000	0	0	0		**2,098**	H
627	Hybrid AV between now and Civic Centre coming on line	Cllr Carlin	Pipeline	2	694	450	0	0	0		**1,144**	H
628	New technology to support the Adult Social Care Improvement Plan, specifically the Adults Front Door	Cllr Carlin	Pipeline	1	989	0	0	0	0		**989**	H
629	Digital and technology upgrade to the Council's leisure centres following insourcing.	Cllr Carlin	Delivery	3	269	0	0	0	0		**269**	H
635	Mobile Replacement (Smart Phones / Devices)	Cllr Carlin	Pipeline	1	425	225	0	0	0		**650**	H
636	Essential and planned repairs and maintenance to the Council's AV and desktop equipment	Cllr Carlin	Pipeline	1	300	150	0	0	0		**450**	H
655	Data Centre Move	Cllr Carlin	Delivery	1	212	0	0	0	0		**212**	H
656	BT Big Switch Off	Cllr Carlin	Delivery	1	1,546	0	0	0	0		**1,546**	H
657	Corporate Laptop Refresh	Cllr Carlin	Pipeline	1	1,719	40	1,100	0	0		**2,859**	H
659	Essential and planned upgrade to fully implement Microsoft 365	Cllr Carlin	Pipeline	1	540	0	0	0	0		**540**	H
660	Service Modernisation Programme - investment into digital technology to improve ways of working and improved access to services by residents, visitors and businesses.	Cllr Carlin	Pipeline	1	1,965	1,000	0	0	0		**2,965**	H
Finance & Resources					**27,652**	**17,220**	**12,402**	**5,583**	**0**	**0**	**62,858**	

Source of Funding	(£'000)	%									
Core Capital Programme Borrowing	62,851	99.99%		27,646	17,220	12,402	5,583	-	-	**62,851**	
Community Infrastructure Levy (CIL)	0	0.00%								-	
Capital Grants from Central Government Departments	0	0.00%								-	
Capital Funding from GLA ,TfL & Other LA's	0	0.00%								-	
Revenue Contribution to Capital Outlay (RCCO)	0	0.00%								-	
Usable Capital Reserve	0	0.00%								-	
Land Appropriation	0	0.00%								-	
Grants & Contribs from Non-departmental Public Bodies	7	0.01%		7						**7**	
Developer Contributions (S106 & S278)	0	0.00%								-	
	62,858			**27,652**	**17,220**	**12,402**	**5,583**	-	-	**62,858**	

697	Exceptional Financial Support	Cllr Carlin	Pipeline	1	54,000	89,205	100,000	100,000	100,000	100,000	**543,205**	H

SCHEME REF	SCHEME DESCRIPTION	PORTFOLIO HOLDER	Delivery Stage	Capital Strategy Principle	2025/26 Qtr.2 Budget	2026/27 Budget	2027/28 Budget	2028/29 Budget	2029/30 Budget	2030/31 Budget	2025/26 - 30/31 Total	Source of Funding
					(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	
699	Approved Capital Programme Contingency	Cllr Carlin	Pipeline	1	11,437	5,375	0	0	0		**16,812**	H
Corporate Items					**65,437**	**94,580**	**100,000**	**100,000**	**100,000**	**100,000**	**560,017**	

Source of Funding	(£'000)	%								
Core Capital Programme Borrowing	560,017	100.00%		65,437	94,580	100,000	100,000	100,000	100,000	**560,017**
Community Infrastructure Levy (CIL)	0	0.00%								**-**
Capital Grants from Central Government Departments	0	0.00%								**-**
Capital Funding from GLA ,TfL & Other LA's	0	0.00%								**-**
Revenue Contribution to Capital Outlay (RCCO)	0	0.00%								**-**
Usable Capital Reserve	0	0.00%								**-**
Land Appropriation	0	0.00%								**-**
Grants & Contribs from Non-departmental Public Bodies	0	0.00%								**-**
Developer Contributions (S106 & S278)	0	0.00%								**-**
	560,017			**65,437**	**94,580**	**100,000**	**100,000**	**100,000**	**100,000**	**560,017**

TOTAL GF CAPITAL PROGRAMME				**196,713**	**292,614**	**239,385**	**162,673**	**146,007**	**108,566**	**1,145,957**

Source of Funding	(£'000)	%		2025/26 Qtr.2 Budget (£'000)	2026/27 Budget (£'000)	2027/28 Budget (£'000)	2028/29 Budget (£'000)	2029/30 Budget (£'000)	2030/31 Budget (£'000)	2025/26 - 30/31 (£'000) Total	
Core Capital Programme Borrowing	877,667	76.59%		163,222	220,470	143,479	125,081	117,691	108,566	**878,508**	(842)
Community Infrastructure Levy (CIL)	13,751	1.20%		5,727	1,824	1,824	1,824	1,823	-	**13,021**	730
Capital Grants from Central Government Departments	70,883	6.19%		17,351	21,957	16,494	7,850	7,231	-	**70,883**	(0)
Capital Funding from GLA ,TfL & Other LA's	84,785	7.40%		4,537	7,400	27,168	27,168	18,512	-	**84,785**	0
Revenue Contribution to Capital Outlay (RCCO)	5,800	0.51%		300	500	4,000	500	500	-	**5,800**	0
Usable Capital Reserve	2,174	0.19%		2,174	-	-	-	-	-	**2,174**	0
Land Appropriation	2,100	0.18%		-	-	2,100	-	-	-	**2,100**	0
Grants & Contribs from Non-departmental Public Bodies	7,168	0.63%		2,984	-	4,071	-	-	-	**7,055**	112
Developer Contributions (S106 & S278)	81,630	7.12%		417	40,464	40,250	250	250	-	**81,631**	(0)
	1,145,957			**196,713**	**292,614**	**239,385**	**162,673**	**146,007**	**108,566**	**1,145,957**	

180,175

- 16,538

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APPENDIX 8

Flexible Use of Capital Receipts Strategy 2025/26

Since 2019/20, the Council has approved the flexibility to apply capital receipts to fund transformation projects as enabled by the Secretary of State's Direction and outlined in the Government's Statutory Guidance on the flexible use of capital receipts.

Extension of the flexibility until 2030 was announced in the Local Government Finance Policy Statement 2025/6 in November 2024 which also removed the rule that only statutory redundancy could be financed through receipts.

The Statutory Guidance published in April 2022 details that authorities must update their Flexible Use of Capital Receipts Strategy during the given year if their initial plan changes and requires additional capitalisation of expenditure. This Annex provides an update on the Capital Receipts Flexibility Strategy for 2025/26 that was agreed by Council in March 2025, and any final use will be determined as part of the year end outturn position reported to Cabinet in July 2026.

For 2025/26, the Council may propose to use the flexibility to fund up to £7.7m of qualifying transformation expenditure. The Council's flexible use of capital receipts to fund transformation projects will continue to be subject to development and approval of robust business cases. The business cases will demonstrate that the initiative will transform services, generate future savings or reduce future costs, and the costs being funded are implementation or set up costs and not on-going operational costs.

Projected outturn 2025/26 flexible use of capital receipts

Council at its budget setting meeting in March 2025 agreed a programme of investments for transformation activities in 2025/26. These are described below. The estimated outturn indicates that there will be an underspend of £3.2m. This will be confirmed as part of the closing of accounts process and reported in the outturn report to Cabinet in July 2026.

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Flexible Use of Capital Receipts 2025/26 - Estimated Outturn

Title	Description	2025/26 Budget (£'000)	Forecast Outturn (£'000)
Corporate Support to all improvement programmes	To support a broad range of transformation projects across the Council	671	671
Counter fraud work	Funding to be used to fund a range of initiatives across the Council, to prevent fraud	75	75
Strategic Asset Management	Support to improve the asset management function of the Council	1500	1500
Demand Management in Adult social Care	This covers a range of transformation and change initiatives in Adults social care to invest in prevention and reduce demand for high cost services	500	500
Funding for the Corporate Change Team	To develop and implement a new Change Framework to deliver transformation across the Council.	1790	1790
Temporary Accommodation Reduction Project	To invest in prevention and service re-design to reduce the overall level of demand for temporary accommodation	200	0
Invest to save	To provide funding for a range of initiatives in services to either reduce costs, increase income, or both	3000	0
Grand Total		**7,736**	**4,536**

APPENDIX 8

The proposed use of flexible receipts in 2026/27 is set out in the table below.

Flexible Use of Capital Receipts 2026/27

Title	Description	2026/27 (£'000)
Counter fraud work	Funding to be used to fund a range of initiatives across the Council, to prevent fraud	75
Adults Commissioning	Funding for targeted commissioning improvement in Adults which will avoid costs and deliver savings.	750
Children's Services	This covers a range of transformation and change initiatives and to support the delivery of savings in children's services.	125
Funding for the Corporate Change Team & Communications	Part year funding for the Corporate Change Team to September 2026 pending a full review.	685
Invest to Save	To provide funding for a range of initiatives in services to either reduce costs, increase income, or both. This could include across Adults Social Care and Temporary Accommodation. In addition, the Council knows that it has to replace its current ERP system. This is subject to a decision by Cabinet in summer 2026 but initial funding through capital receipts required to fund the Discovery Stage of the project and full options appraisal.	4,000
Grand Total		**5,635**

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APPENDIX 9

Capitalisation Policy and Procedures London Borough of Haringey 2026/27

Property, Plant and Equipment

Capital expenditure can be defined as; expenditure on the acquisition, creation or enhancement of a non-current asset. Non-current assets can be surmised as items of property, plant and equipment in control of the Council which gives rise to probable economic benefit for a future period of more than 12 months. In certain circumstances, items such as software may be considered an intangible asset (such as an Enterprise Resource Plan system).

The asset does not have to be owned by the Council, but rights to a future economic benefit must have been acquired by a past event.

Acquisition and Creation of Assets

The Council will capitalise all 'attributable' costs incurred in the creation or acquisition of new assets with a value above the de-minimis value of £10,000. Attributable costs will include labour arising from the construction of the asset, including directly incurred employee costs such as Project Management; and incremental costs incurred in bringing the asset into the condition for its intended use.

> Example 1 – Acquisition of a new panel van including registration cost, delivery charge and tracker installation.

Non-Current Asset Enhancement

Enhancement cost will be capitalised if it substantially lengthens the useful life of the asset or replacement is assumed as part of the assessment of the asset life, which restores the benefit of the asset that has been consumed.

> Example 2 – Roof renewal which was assumed as part of a 40 year useful life assessment

Further capitalisation of asset enhancements will be considered if works substantially increase the market value of the asset or substantially increases the ability of the asset to contribute to the Councils objectives.

Enhancement expenditure incurred by the Council on leased assets will be treated as revenue expenditure funded from capital.

De Minimis Levels below which expenditure is revenue

The Code of Practice on Local Authority Accounting applies to all expenditure items of property, plant and equipment, however, where appropriate the Council is able to set de minimis levels in accordance with the principals of materiality. Capitalisation de minimis levels are set as follows, however capitalisation may still be considered at a lower limit, for example where funding is derived from a grant.

APPENDIX 9

Individual costs for the acquisition and creation of a non-current asset must be in excess of £10,000.

Aggregated costs for the acquisition and creation of a non-current asset must be in excess of £10,000.

Capital Grants

The Council may wish to capitalise items of expenditure, in accordance with funding conditions, which are below the de-minimis level where expenditure is financed from grants.

Feasibility expenses must be charged to the revenue account, as costs cannot be attributed to a probable future inflow of economic benefit to the Council.

Investment Properties

Investment properties are land, buildings or both which are held solely for revenue returns and capital appreciation. Items of expenditure on the enhancement of existing Investment assets will be capitalised in accordance with the policy for Property Plant and Equipment and adjusted through the annual Fair Value assessment process.

Statutorily Defined as Capital

Revenue Expenditure Funded from Capital Under Statute (REFCUS) describes transactions that would not be capitalised under proper accounting practice, but that are defined as capital expenditure under the Local Government Act 2003 and its associated regulations.

Example 3 – Health and Safety / Fire Safety works to communal areas.

Disposal of Assets

The disposal proceeds generated from the of an asset is a capital receipt if it is above £10,000 and above, which have been generated from the disposal of Property, Plant and Equipment.

In accordance with regulations, up to 4% of a disposal receipt generated from General Fund asset can be used to fund a disposal. In accordance with IAS 36 and IPSAS 21 examples of such costs are ‘legal costs, stamp duty and similar transaction taxes, costs of removing the asset, and direct incremental costs to bring an asset into condition for its sale’

Guidance and Publications

The Capitalisation Policies and Procedures set out in this document have been developed with regards to the following guidance and publications;

- Code of Practice on Local Authority Accounting in the United Kingdom – CIPFA

APPENDIX 9

- The Code Guidance Notes for Practitioners – CIPFA
- Practitioner's Guide to Capital Finance in Local Government – CIPFA
- International Accounting Standard (IAS) 16 and International Public Sector Accounting Standard (IPSAS) 17 Property, Plant and Equipment
- AS 40 and IPSAS 16 Investment Property
- IAS 38 and IPSAS 31 Intangible Assets
- The Local Government Act 2003 and the 2003 Capital Financing Regulations (as amended) Financial Reporting Standard (FRS) 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland

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London Borough of Haringey
Treasury Management Strategy Statement 2026/27

1. Introduction

1.1. Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risks are therefore central to the Council's prudent financial management.

1.2. Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2021 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

2. External Context – provided by the Council's appointed treasury advisor, Arlingclose

Economic background

2.1. The impact on the UK from the government's Autumn Budget is likely to be one of the major influences on the Authority's treasury management strategy for 2026/27. Other influences will include lower short-term interest rates alongside higher medium- and longer-term rates, modest economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and ongoing geopolitical issues.

2.2. The Bank of England's Monetary Policy Committee (MPC) cut Bank Rate to 3.75% in December 2025, as expected. The vote to cut was 5-4, with the minority instead favouring holding rates at 4.0%. Those members wanting a cut judged that disinflation was established while those preferring to hold Bank Rate argued that inflation risks remained sufficiently material to leave rates untouched at this stage.

2.3. Figures from the Office for National Statistics showed that the UK economy expanded by 0.1% in the third quarter of the calendar year, this was unrevised from the initial estimate. The most recent Monetary Policy Report (November) projected modest economic growth, with GDP expected to rise by 0.2% in the final calendar quarter of 2025. Annual growth is forecast to ease from 1.4% before improving again later, reflecting the delayed effects of lower interest rates, looser monetary conditions, stronger global activity, and higher consumer spending. The view of modest economic growth going forward was echoed by the Office for Budget Responsibility in its Economic and fiscal outlook published in line with the Autumn Statement which revised down its estimate of annual real GDP to around 1.5% on average between 2025 and 2030.

2.4. CPI inflation was 3.2% in November 2025, down from 3.6% in the previous month and below the 3.5% expected. Core CPI eased to 3.2% from 3.4%, contrary to forecasts of remaining at 3.6%. Looking forward, the MPC continues to expect inflation to fall to around 3% in calendar Q1 2026, before steadily returning to the 2% target by late 2026 or early 2027.

2.5. The labour market continues to ease with rising unemployment, falling vacancies and flat inactivity. In the three months to October 2025, the unemployment rate increased to 5.1%, higher than the level previously expected by the BoE, while the employment rate slipped to 74.9%. Pay growth for the same period eased modestly, with total earnings (including bonuses) growth at 4.7% and while regular pay was 4.6%.

2.6. The US Federal Reserve also continued to cut rates, including reducing the target range for the Federal Funds Rate by 0.25% at its December 2025 meeting, to 3.50%-3.75%, in line with expectations. The minutes of the meeting noted that most Fed policymakers judged that further rate cuts would be likely in 2026 if inflation continues to ease, however they were still divided in their assessment of the risks between inflation and unemployment.

2.7. The European Central Bank (ECB) kept its key interest rates unchanged in December for a fourth consecutive meeting, maintaining the deposit rate at 2.0% and the main refinancing rate at 2.15%. The ECB maintained that future policy decisions will remain data-dependent, that inflation is close to its 2% target and that the euro area economy continues to expand despite a challenging global environment, including heightened geopolitical risks and trade tensions

Credit outlook

2.8. Credit outlook: Credit Default Swap (CDS) prices, which spiked in April 2025 following President Trump's 'Liberation Day' tariff announcements, have since trended lower, returning to levels broadly consistent with their 2024 averages. Although CDS prices rose modestly during October and November, the overall credit outlook remains stable, and credit conditions are expected to remain close to the range seen over the past two years.

2.9. While lower interest rates may weigh on banks' profitability, strong capital positions, easing inflation, steady economic growth, low unemployment, and reduced borrowing costs for households and businesses all support a favourable outlook for the creditworthiness of institutions on (the authority's treasury management advisor) Arlingclose's counterparty list. Arlingclose's advice on approved counterparties and recommended investment durations is kept under continuous review and will continue to reflect prevailing economic and credit conditions.

Interest rate forecast (18th December 2025)

2.10. Arlingclose, the Authority's treasury management adviser, currently forecasts that the Bank of England's Monetary Policy Committee will continue to reduce Bank Rate in 2026, reaching around 3.25%. This forecast reflects amendments made following The Autumn Budget and an assessment of the fiscal measures and their market implications, and following the BoE MPC meeting held on 18th December.

2.11. Long-term gilt yields, and therefore interest rates payable on long-term borrowing, are expected to remain broadly stable on average, though with continued volatility, and to end the forecast period marginally lower than current levels. Yields are likely to stay higher than in the pre-quantitative tightening era, reflecting ongoing balance sheet reduction and elevated bond issuance. Short-term fluctuations are expected to persist in response to economic data releases and geopolitical developments.

2.12. A more detailed economic and interest rate forecast provided by Arlingclose is included in this document as Annex A.

2.13. For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate of 3.5%, and that new long-term loans will be borrowed at an average rate of 5%.

3. Local Context

Capital Expenditure and Financing

The Council's capital plans and Exceptional Financial Support are the main factors driving its borrowing requirements. These plans are set out in the Council's Capital Strategy for 2026–2036 and the Capital Programme 2026-2031, which forms part of the main budget report and has been taken into account in preparing this report. Table 1 below summarises the Council's planned capital expenditure, including both previously approved schemes and those proposed for approval as part of the 2026/27 Budget and Medium-Term Financial Strategy (MTFS).

Table 1: Capital Expenditure

	31.3.25	31.3.26	31.3.27	31.3.28	31.3.29	31.3.30	31.3.31
	Actual	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m	£m
General Fund Account (GF)	80	143	204	139	63	46	9
Housing Revenue Account (HRA)	160	282	376	525	460	415	311
Exceptional Financial Support (EFS)	10	54	89	100	100	100	100
Total	**250**	**479**	**669**	**765**	**623**	**561**	**420**

3.1 Regulatory and professional guidance requires that elected members understand the scale and nature of any commercial activity in the context of the Council's overall financial position. The capital expenditure figures in Table 1 confirms that no such commercial activity is included in the future programme.

3.2 The programme excludes other long-term liabilities—such as Private Finance Initiative (PFI) commitments and leasing arrangements—which already incorporate borrowing instruments.

3.3 Subject to approval by the MHCLG, the Exceptional Financial Support (EFS) arrangements (see Sections 3.19–3.24) will permit certain revenue expenditure items (day to day running costs) to be treated as capital and funded by Capital Receipts and borrowing.

3.4 Table 2 sets out the proposed funding for the capital programme covering 2026/27 to 2030/31. Any shortfall in available resources will create a borrowing requirement.

Table 2: Capital Financing

	31.3.25	31.3.26	31.3.27	31.3.28	31.3.29	31.3.30	31.3.31
	Actual	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m	£m
General Fund							
Borrowing	46.0	108	131	43	25	18	9
Borrowing - EFS	10.0	54	89	100	100	100	100
Borrowing - Self-Funding (see para 8.3)	2.8	0	0	0	0	0	0
Capital Receipts	0.0	0	0	0	0	0	0
Capital Grants from Central Government Departments	13.9	17	22	16	8	7	0
Capital Funding from GLA ,TfL & Other LA's	9.6	5	7	27	27	19	0
Revenue Contribution to Capital Outlay (RCCO)	0.3	0	1	4	1	1	0
Usable Capital Reserves	0.8	2	0	0	0	0	0
Land appropriation	0.0	0	0	2	0	0	0
Community Infrastructure Levy	2.9	6	2	2	2	2	0
Grants & Contribs from Non-departmental Public Bodies	0.0	3	0	4	0	0	0
S106/Developer Contributions	3.5	0	40	40	0	0	0
TOTAL GENERAL FUND (GF) FINANCING	**89.9**	**197**	**293**	**239**	**163**	**146**	**109**
Housing Revenue Account (HRA)							
Capital Grants	20.9	146	229	90	91	73	45
Major Repairs Reserve	22.6	23	25	26	28	30	31
Revenue contributions	4.4	0	0	5	2	1	1
RTB Capital Receipts	9.8	11	10	8	8	5	5
Leaseholder Contributions to Major Works	8.3	7	7	7	7	8	7
Other Subsidy	0.0	0	17	11	18	22	24
Market Sales Receipts	4.7	0	7	0	0	7	0
Borrowing	89.5	95	81	378	306	269	198
TOTAL HRA FINANCING	**160.1**	**282**	**376**	**525**	**460**	**415**	**311**
TOTAL CAPITAL FINANCING	**250.0**	**479**	**669**	**765**	**623**	**561**	**420**

3.5 The Council's Capital Strategy and programme are subject to rigorous scrutiny and challenge to ensure that all capital plans are both affordable and prudent. While Table 1 illustrates the five-year impact of the capital programme, each scheme is assessed in its entirety, recognising that some projects extend beyond a five-year timeframe. The Capital Delivery Framework, included in Section 10 of the Capital

Strategy for 2026–2036, outlines a structured lifecycle for the development and delivery of capital projects and programmes—from initial business case formulation through to implementation and closure. It incorporates HM Treasury's Green Book Five Case Model across a Gateway process and assess project deliverability. The framework also embeds CIPFA principles to ensure that all investment decisions are strategically aligned, financially sustainable, and focused on delivering measurable outcomes.

3.6 On 31 December 2025, the Council held £1,141.9m of borrowing and £73.0m of treasury investments. This is set out further in detail at Annex B. Forecast changes in these sums are shown in the balance sheet analysis in Table 3 below.

Table 3: Balance Sheet Summary and Forecast (Capital Financing Requirement)

	31.3.25 Actual £m	31.3.26 Estimate £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m	31.3.30 Forecast £m	31.3.31 Forecast £m
General Fund CFR	782	853	951	970	972	966	951
EFS CFR	10	64	155	260	368	478	592
HRA CFR	627	722	803	1,181	1,487	1,756	1,954
Total CFR	**1,419**	**1,640**	**1,909**	**2,411**	**2,826**	**3,201**	**3,498**
Less: Other debt liabilities*	-59	-34	-16	-12	-9	-7	-5
Loans CFR	**1,360**	**1,605**	**1,893**	**2,399**	**2,818**	**3,194**	**3,493**
Less: Balance sheet Resources (Internal borrowing)	-394	-387	-387	-390	-393	-396	-396
CFR Funded by External Borrowing	**966.5**	**1,217.8**	**1,505.5**	**2,009.0**	**2,424.2**	**2,797.4**	**3,096.6**
Breakdown of External Borrowing:							
Existing borrowing**	981.3	1,115	1,033	973	893	833	773
New borrowing to be raised		38	317	776	1,163	1,486	1,731
New Borrowing to be raised for EFS		64	155	260	368	478	592

* leases and PFI liabilities that form part of the Authority's total debt

** shows only loans to which the Authority is committed and excludes optional refinancing

3.7 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The Council's current approach is to keep borrowing and investments below their underlying levels—a practice commonly referred to as internal borrowing.

3.8 Under CIPFA's Prudential Code for Capital Finance in Local Authorities, the Council's total debt should remain below its highest forecast CFR over the next three years. As shown in Table 3, the Council expects to remain compliant with this recommendation throughout the Medium-Term Financial Strategy (MTFS) period.

3.9 The Council's capital expenditure outlined in Table 1, shows a total expenditure of £669m, with a borrowing requirement of £317m (Table 2) required to finance the Council's core capital programme plan and EFS in 2026/27. There is a revenue impact of the recommended borrowing strategy referred to as Capital Financing Costs, covering both interest costs and the Minimum Revenue Provision (MRP). The Minimum Revenue Provision (MRP) is when the Council has to make an annual contribution from revenue and is required to ensure that the Council pays down debt in a prudent manner. Annex C sets out the Council's MRP statement for 2026/27. The es timated MRP over the MTFS period is set out in Table 4:

Table 4: Estimated MRP 2025/26 to 2030/31

	31.3.26 Estimate £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m	31.3.30 Forecast £m	31.3.31 Forecast £m
General Fund MRP	16	17	19	20	20	21
EFS MRP	0.3	2	5	8	11	14
PFI/Leases	21	17	4	4	3	3
Total MRP	**37**	**36**	**29**	**31**	**34**	**38**

3.10 The Council's underlying need to borrow to finance its capital programme is measured by the capital financing requirement (CFR). This increases when new debt financed capital expenditure is incurred and reduces when MRP is made. Table 3 (above) shows the estimated CFR over the MTFS period.

Loans to third parties

3.11 Within the proposed 2026/27 capital programme there is a loan to Alexander Palace & Park Charitable Trust for the refurbishment of the Panaroma Room of £3.5m. In addition, there will be a loan to Alexander Palace & Park Charitable Trust for the purchase of a new lighting grid (the Motherlode) for £1.5m. These loans are crucial to maintain the attractiveness of the Trust as an events venue and their financial sustainability.

3.12 Should the Council wish to make loans to other third parties it would only do so if the business case is approved. Such loans will only be considered when all of the criteria are satisfied:

3.13 The loan is towards expenditure which would, if incurred by the Council, be capital expenditure;

- The purposes for which the loan is given is consistent with the Council's priorities in the Corporate Delivery Plan;
- Due diligence is carried out that confirms the Council can legally make the loan and there is a clear assessment of the risk of loss over the loan term;
- A formal loan agreement is put in place which stipulates the loan amount, period, repayment terms and loan rate - this will be set at a level that seeks to mitigate any perceived risks of loan loss and takes appropriate account of any regulatory requirements relating subsidy.

Reporting Requirements

3.13 In line with CIPFA's current *Treasury Management Code* and *Prudential Code* (20 December 2021), the Council receives and approves the following reports, which incorporate a range of strategies, policies, and both estimated and actual figures:

- **Quarterly Treasury Management Update Reports** – including the Mid-Year Update, which provides progress updates on the capital position, revises Prudential Indicators where necessary, and advises whether any policy changes are required.
- **Annual Treasury Management Report** – a retrospective review detailing actual prudential, capital, and treasury management indicators, and comparing actual treasury operations against original estimates.
- **Treasury Management Strategy** – setting out prudential capital and treasury management indicators alongside the Council's treasury strategy (this report).

3.14 The Council adheres to these Codes of Practice and reporting requirements when it prepares the Treasury Management Strategy Statement and related reports during the financial year, reporting to Audit Committee, Overview and Scrutiny Committee, Cabinet and Full Council as required during the reporting cycle.

Training

3.15 The Treasury Management Code requires that a designated Council officer (the "responsible officer") ensures members with treasury management responsibilities receive appropriate and sufficient training. This requirement is particularly important for members involved in scrutiny. In addition, the Code stipulates that all organisations must maintain a formal and comprehensive knowledge and skills framework or training policy. This policy should support the effective acquisition and retention of treasury management expertise for all individuals involved in management, delivery, governance, and decision-making.

3.16 Training is provided to all Members involved in monitoring treasury management performance. Members of the Overview and Scrutiny Committee and the Audit Committee receive dedicated Treasury Management training to support their annual review, scrutiny, and approval of the Treasury Management Strategy Statement as part of the budget planning process. The Council will regularly assess whether both treasury management staff and Members possess the necessary knowledge and skills to fulfil their roles and will ensure these competencies are maintained and kept up to date.

Treasury management advisors

3.17 The Council recognises the benefits of engaging external providers of treasury management services to access specialist expertise and resources. Haringey currently retains the services of **Arlingclose Ltd**, which provides comprehensive advice and support across a wide range of areas, including

- Strategy development and implementation
- Regulatory compliance and reporting
- Investment guidance and counterparty credit assessments
- Economic outlook and financial market analysis
- Interest rate forecasting
- Debt management and funding options
- Training for Members and officers
- Technical accounting support

3.18 Treasury management decisions remain the responsibility of the Council and are informed, though not solely determined, by the latest advice from external advisors. The Council will continue to ensure that

it does not place undue reliance on the services of its treasury advisors, maintaining independent judgment and accountability in all decision-making.

Exceptional Financial Support

3.19 The Council's financial position is challenging. Efforts to reduce costs, deliver existing savings over the MTFS period and identify additional savings continues however as part of budget planning, and in line with the latest update on the Medium Term Financial Position presented to Cabinet in November, an application to the Ministry for Housing, Communities and Local Government for Exceptional Financial Support (EFS) for 2026/27 will be required to ensure that in line with statutory duties, a legally balanced budget can be set.

3.20 If approved for 2026/27, this will enable the Council—through Government agreement—to capitalise a portion of its day-to-day running costs. In practice, this means the Council has permission to either borrow or use capital receipts from asset sales to fund revenue expenditure.

3.21 Borrowing these amounts may be required if it represents better value than applying capital receipts. The associated borrowing costs have been incorporated into the Treasury Management budget from 2026/27 onwards.

An update on the 2026/27 Provisional Local Government Finance Settlement will be presented to Overview and Scrutiny Committee on 19 January 2026 and will be incorporated into the draft 2026/27 budget that is presented to Cabinet on 10 February 2026. For planning purposes, this draft TMSS has been prepared on the basis that up to £100m of EFS may be required and through a capitalisation directive, that allows borrowing for some day to day services. The outcome of the Council's application will not be known until February 2026 after the final Local Government Finance Settlement 2026/27 is published. The expectation is that any EFS required to balance the budget will be minimised.

3.22 This draft TMSS will be updated to reflect the final EFS requirement with the final TMSS presented to Full Council on 2 March 2026 for approval. Full details will also be set out in the Chief Finance Officer's Section 25 Statement of the 2026/27 Budget and Medium-Term Financial Strategy report to Cabinet on 10 February 2026.

3.23 Support through EFS is not a long term sustainable financial strategy and work will continue through 2026/27 to reduce the amount of EFS in future years.

3.24 Taking into account the proposed capital programme and the EFS requirement, the Council's Capital Financing Requirement (CFR) is projected to increase, while treasury investments remain minimal. Consequently, there is an anticipated new borrowing requirement of up to £2,221m over the forecast period 2026/27 to 2030/31 (see Table 3). Table 5 provides a breakdown of the forecast borrowing position at each financial year-end, covering both the General Fund and the Housing Revenue Account (HRA) capital programmes.

Table 5: Year-end Borrowing Position Summary

	31.3.25 Actual £m	31.3.26 Estimate £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m	31.3.30 Forecast £m	31.3.31 Forecast £m
General Fund borrowing	459.8	588	611	727	819	880	924
EFS borrowing	10.0	64	155	260	368	478	592
HRA borrowing	511.4	566	739	1,022	1,237	1,439	1,580
Total borrowing	**981.3**	**1,218**	**1,505**	**2,009**	**2,424**	**2,797**	**3,097**

Liability Benchmark

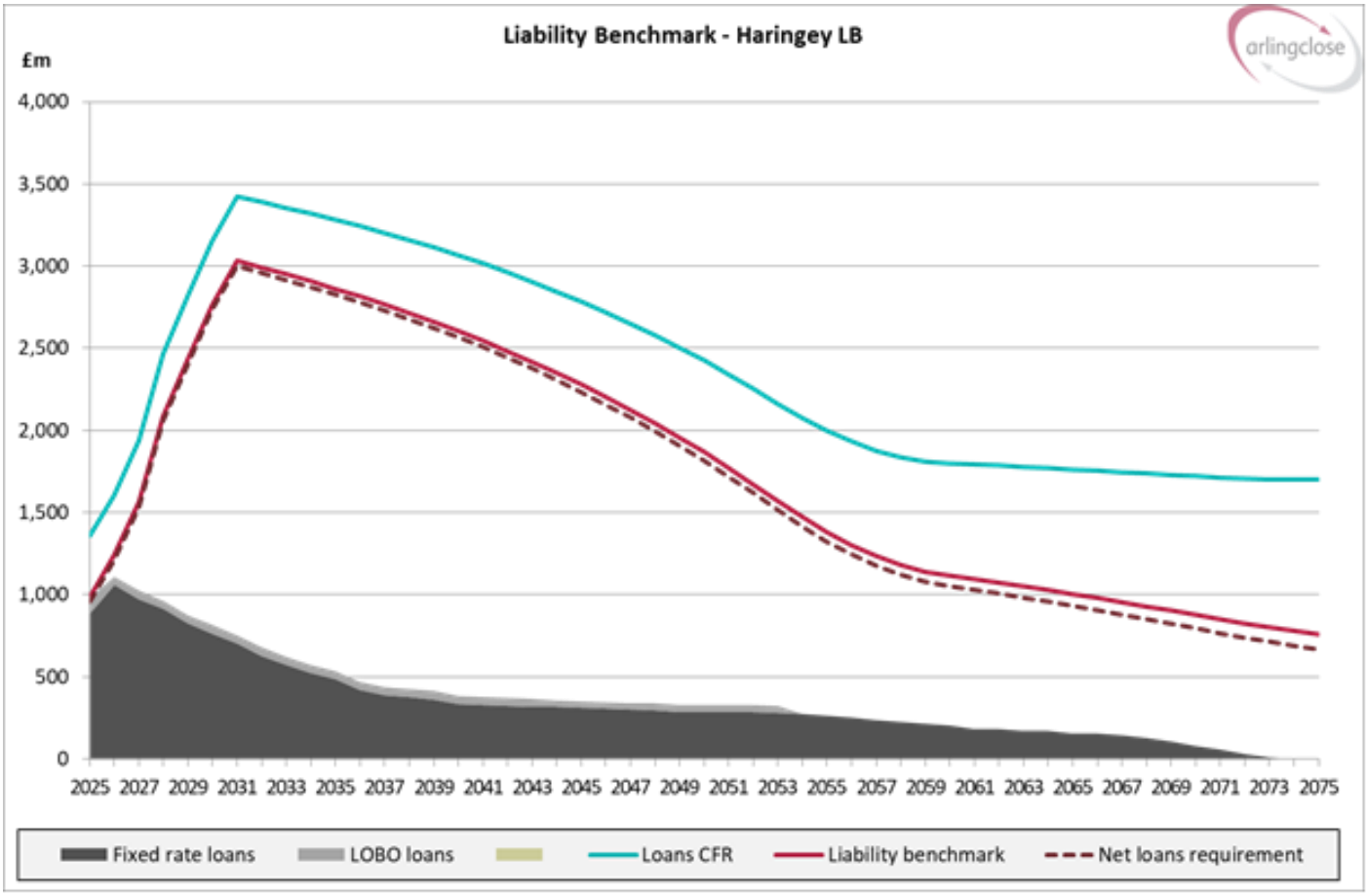
3.25 The liability benchmark has been calculated to compare the Council's actual borrowing position against an alternative low-risk strategy. This benchmark represents the optimal borrowing level that minimises risk. It assumes the same borrowing forecasts as shown in Table 3, but that cash and investment balances are kept to a minimum of £30 million at each year-end. This will drive best practice and to ensure liquidity while reducing credit risk.

3.26 The liability benchmark is a key tool for determining whether the Council is likely to be a long-term borrower or a long-term investor. This insight is critical for shaping the Council's strategic focus and decision-making. The benchmark itself represents an estimate of the cumulative external borrowing required to fund the Council's current capital and revenue plans, while maintaining treasury investments at the minimum level necessary to manage day-to-day cash flow.

Table 6: Prudential Indicator – Liability Benchmark

	31.3.25 Actual £m	31.3.26 Estimate £m	31.3.27 Forecast £m	31.3.28 Forecast £m	31.3.29 Forecast £m	31.3.30 Forecast £m	31.3.31 Forecast £m
Loans CFR	1,360.4	1,605	1,893	2,399	2,818	3,194	3,493
Less: Balance Sheet resources	-394	-387	-387	-390	-393	-396	-396
Net loans requirement	**966.5**	**1,218**	**1,505**	**2,009**	**2,424**	**2,797**	**3,097**
Plus: Liquidity allowance	30.0	30.0	30.0	30.0	30.0	30.0	30.0
Liability Benchmark	**996**	**1,248**	**1,535**	**2,039**	**2,454**	**2,827**	**3,127**

3.27 The long-term liability benchmark assumes the same capital expenditure funded by borrowing as reflected in the CFR, with Minimum Revenue Provision (MRP) on new capital expenditure has an average 28-year asset life. However, each group of assets is calculated separately and the asset life ranges from 7-50. It also assumes income, expenditure, and reserves increase annually. The chart below illustrates this benchmark alongside the maturity profile of the Council's existing borrowing.



4 Borrowing Strategy

4.1 As at 31 December 2025, the Council held £1,141.9m in loans as part of its strategy to fund previous years' capital programmes. The balance sheet forecast in Table 3 indicates that the Council expects to increase its borrowing by up to £574m by the end of 2026/27 (1st Jan 2026 – 31st Mar 2027). In addition, the Council may borrow further sums to pre-fund future borrowing requirements, provided this remains within the authorised borrowing limit set out in the Capital Strategy and would be financially beneficial.

4.2 Borrowing can take the form of internal or external borrowing. Internal borrowing is a temporary measure where the Council uses its own cash reserves—held for other purposes—to defer the need for external borrowing. If these cash balances were not used for internal borrowing, they would instead be invested in accordance with the Treasury Management Strategy, generating a return for the Council. When deciding whether to use cash balances rather than external borrowing, there needs to be consideration of the cost of borrowing against the level of lost investment return.

Objectives

4.3 The Council's primary objective when borrowing is to achieve an appropriately low-risk balance between securing low interest costs and ensuring certainty of those costs over the period funds are required. Maintaining flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

Strategy

4.4 The Council's borrowing strategy continues to prioritise affordability without compromising the long-term stability of its debt portfolio. The scale of the capital programme and the need to diversify the debt portfolio to minimise refinancing risk means that some long-term borrowing will be required during

2026/27. Accordingly, the Council's strategy is to meet its borrowing requirement during the financial year through a balanced mix of short-term and long-term borrowing.

4.5 The Council aims to maintain a balance between short-term borrowing—offering the potential to refinance at a lower cost if interest rates fall—and long-term fixed-rate debt, which provides certainty and protection should interest rates rise.

4.6 In recent years, the Council has sourced all its long-term borrowing from the Public Works Loan Board (PWLB). However, it will continue to explore alternative sources, including banks, pension funds, and other local authorities, and may consider issuing bonds or similar instruments to reduce interest costs and avoid over-reliance on a single funding source, in line with the CIPFA Code.

4.7 The Council has faced challenges in securing borrowing from other sources due to being perceived as higher risk compared to other authorities. PWLB loans remain available provided local authorities do not engage in purchasing investment assets primarily for yield. The Council has not undertaken such activity in the past and does not intend to and therefore retain access to PWLB funding.

4.8 The Council may arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

4.9 In addition, the Council may utilise short-term borrowing to manage unexpected cash flow shortfalls.

4.10 The Council's Medium-Term Financial Strategy includes provision for a Capitalisation Direction from Government. If approved, this would allow the Council to either borrow or use capital receipts from asset sales to fund day-to-day expenditure. It is for the Council to determine at year-end which capital resources—such as capital receipts or borrowing—will be allocated for this purpose. It is assumed in the TMSS that borrowing will be at PWLB rates included in Appendix A and MRP will be required using the asset life method with a proxy 'asset life' of 20 years.

Sources of Borrowing

4.11 The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- UK Infrastructure Bank Ltd
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body
- UK public and private sector pension funds (except Haringey Pension Fund and the London Collective Investment Vehicle)
- capital market bond investors
- retail investors via a regulated peer-to-peer platform
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues

Other Sources of Debt Finance

4.12 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Leasing
- Hire Purchase
- Private Finance Initiative
- Sale and Lease Back

- Similar asset based finance

Municipal Bonds Agency

4.13 The UK Municipal Bonds Agency, established in 2014 by the Local Government Association, provides an alternative to the PWLB by issuing bonds on the capital markets and lending the proceeds to local authorities. This source of finance is more complex than PWLB borrowing for two reasons:

- Borrowing authorities must provide bond investors with a guarantee to repay their investment if the Agency is unable to do so.
- There is a lead time of several months between committing to borrow and confirming the interest rate payable.

4.14 There are currently no plans to borrow from the Municipal Bonds Agency during 2026/27. Any future decision to do so will be subject to a separate report to the Audit Committee.

LOBOs

4.15 The Council currently holds £50 million in LOBO (Lender's Option Borrower's Option) loans. The next option date on these loans is not until 2027/28 under which the lender can propose an interest rate increase at specified dates. Following such a proposal, the Council has the option to either accept the new rate or repay the loan at no additional cost. Given that interest rates remain elevated, there is a reasonable possibility that lenders may seek to exercise their options. If this occurs, the Council intends to repay the LOBO loans to mitigate refinancing risk in future years.

4.16 When loans are repaid prematurely, a premium is typically payable to the lender to compensate for interest forgone at the contractual rate when prevailing market rates are lower. If early repayment was considered, to refinance LOBOs, the Council would need to borrow both the original principal and the premium payable. However, this approach can be advantageous where interest savings over the life of the replacement loan exceed the premium costs. Replacing LOBOs that include a lender option to increase rates with fixed-rate debt would also reduce refinancing and interest rate risk.

4.17 Any decision to repay a LOBO loan will be made by the Section 151 Officer in consultation with the Lead Cabinet Member for Finance and Corporate Services, in accordance with Haringey's Constitution.

Short-term and Variable Rate Loans

4.18 These loans expose the Council to potential increases in short-term interest rates. To manage this risk, they are governed by the interest rate exposure limits set out in the treasury management indicators in this report. Where appropriate, the Council may use financial derivatives to reduce volatility and provide greater certainty over borrowing costs.

Debt Rescheduling

4.19 The Public Works Loan Board (PWLB) permits authorities to repay loans before their maturity date, applying either a premium or a discount based on a formula linked to current interest rates. Other lenders may also agree to negotiate early redemption terms. The Council may take advantage of these opportunities to replace existing loans with new ones or to repay loans without replacement, where this is expected to deliver overall cost savings or reduce financial risk. In the current interest rate environment, more favourable debt rescheduling options could emerge compared to previous years.

Borrowing Limits

4.20 The Council's total borrowing limits are set out in Table 6 below.

4.21 The **Authorised Limit** represents the statutory maximum level of external borrowing, calculated on a gross basis (i.e., without offsetting investments), as required under Section 3(1) of the Local Government Act 2003. This limit, referred to in legislation as the Affordable Limit, is set to include borrowing and other long-term liabilities such as finance leases, which are identified separately. It is based on a prudent estimate of the most likely scenario, with additional headroom to accommodate unexpected cash flow movements without breaching the statutory limit.

4.22 The **Operational Boundary** is directly linked to the Council's estimates of the Capital Financing Requirement (CFR) and anticipated cash flow needs. It is calculated using the same prudent assumptions as the Authorised Limit, reflecting the most likely scenario rather than the worst case. However, unlike the Authorised Limit, it does not include additional headroom for unexpected cash movements. Both the Operational Boundary and the Authorised Limit apply at the overall total level.

4.23 The Chief Finance Officer has delegated authority, within the overall limit for any given year, to adjust the separately agreed limits for borrowing and other long-term liabilities. Such decisions will be informed by financial option appraisals and best value considerations. Any changes between these limits will be reported to Audit Committee.

Table 7: Borrowing Limits

	2025/26 Limit £m	2026/27 Limit £m	2027/28 Limit £m	2028/29 Limit £m	2029/30 Limit £m	2030/31 Limit £m
Authorised limit - borrowing	1,410	1,641	1,931	2,584	3,043	3,705
Authorised limit - PFI & Leases	66	56	49	43	36	29
Authorised limit - total external debt	**1,476**	**1,697**	**1,980**	**2,626**	**3,079**	**3,734**
Operational boundary - borrowing	1,360	1,591	1,881	2,384	2,793	3,155
Operational boundary - PFI & Leases	60	51	45	39	33	26
Operational boundary - total external debt	**1,420**	**1,642**	**1,925**	**2,422**	**2,825**	**3,181**

Table 8: Ratio of General Fund Gross Financing Costs to Net Revenue Stream

	31.3.26	31.3.27	31.3.28	31.3.29	31.3.30	31.3.31
	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m
General Fund						
MRP	37.4	37.4	36.0	28.6	31.5	33.7
Interest	20	20	26	31	36	40
Total Financing Costs	**57.8**	**57.8**	**61.7**	**59.8**	**67.5**	**73.3**
Net Revenue Stream	**291**	**291**	**348**	**370**	**385**	**399**
Financing Cost to NRS	**20%**	**18%**	**16%**	**18%**	**18%**	**19%**

Table 9: Ratio of Gross Financing Costs to HRA rents

	31.3.26	31.3.27	31.3.28	31.3.29	31.3.30	31.3.31
	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m
Housing Revenue Account						
Interest	20	30	45	56	66	73
Dwellings Rent	104	130	140	150	162	173
Financing Cost to NRS	**20%**	**23%**	**32%**	**38%**	**41%**	**43%**

4.24 In October 2025, Cabinet approved the development and incorporation of a Limited Liability Partnership to support the purchase and lease of residential accommodation and the initiation of a market exercise to access to long term institutional finance. If Cabinet take a decision to proceed, the Council may fund the initial acquisition and renovation costs prior to the Council leasing the properties to the Haringey Limited Liability Partnership (HLLP). The Council will recoup both the acquisition, renovation costs (and the carry costs) through the premium that it will receive at the point of entering the lease with the HLLP but there could be short term borrowing required.

5 Treasury Investment Strategy

5.1 The treasury investment strategy is unchanged from that set out in the approved 2025/26 TMSS. The Council holds invested funds consisting of income received in advance of expenditure, together with balances and reserves. Treasury investment balances are expected to be at similar levels in the coming year as they have been in 2025/26.

Objectives

5.2 In accordance with the CIPFA Code, the Council is required to invest its treasury funds prudently, prioritising the security and liquidity of investments before seeking the highest possible return. The Council's objective is to maintain an appropriate balance between risk and return, minimising the risk of loss from defaults while avoiding unduly low investment income. For funds expected to be invested for more than one year, the Council aims to achieve a total return at least equal to the prevailing rate of inflation, thereby preserving the spending power of the invested sum. In addition, the Council is committed to being a responsible investor and will take environmental, social, and governance (ESG) factors into account when making investment decisions (see Section 5.4).

Strategy

5.3 As indicated by the liability benchmark, the Council expects to remain a long-term borrower. Consequently, new treasury investments will primarily be made to manage day-to-day cash flows using short-term, low-risk instruments. The Council will continue its policy of utilising highly creditworthy and highly liquid investments, such as deposits with the Debt Management Office (DMO), AAA-rated money market funds, and other entities on the Council's approved counterparty list.

ESG policy

5.4 Environmental, social, and governance (ESG) factors are increasingly influencing global investment decisions. When selecting banks and funds, the Council will prioritise institutions that are signatories to the UN Principles for Responsible Banking and funds managed by organisations that adhere to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance, and/or the UK Stewardship Code.

Business Models

5.5 Under IFRS 9, the accounting treatment for certain investments depends on the Council's "business model" for managing them. The Council's approach is to derive value from its treasury investments by collecting contractual cash flows. Therefore, where the other qualifying criteria are met, these investments will continue to be accounted for at amortised cost.

Approved Counterparties

5.6 The Council may invest its surplus funds with any of the counterparty types in Table 10, subject to the limits shown.

Table 10: Treasury Investment Counterparties and Limits

Sector	Time Limit	Counter-party Limit	Sector Limit
The UK Government	50 years	Unlimited	n/a
Money Market Funds	n/a	£10m	Unlimited
Local authorities & other government entities	25 years	£5m	Unlimited
Banks (secured)*	2 years	£5m	Unlimited
Banks (unsecured)*	13 months	£5m	Unlimited
Building societies (unsecured)*	13 months	£5m	£20m
Registered providers (unsecured)*	5 years	£5m	£20m
Strategic Pooled Funds	n/a	£5m	Unlimited
Real Estate Investment Trusts	n/a	£5m	Unlimited

Minimum Credit Rating

5.7 Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is at least A–. Where available, the credit rating specific to the investment or investment class will be used; otherwise, the counterparty's credit rating will apply. However, investment decisions are never based solely on credit ratings—other relevant factors, including external advice, will always be considered.

Government

5.8 The Council may invest in loans, bonds, and bills issued or guaranteed by national governments, regional and local authorities, and multilateral development banks. These investments are not subject to bail-in and generally carry a lower risk of insolvency, though they are not entirely risk-free. Investments with the UK Government are considered to have zero credit risk due to its ability to create additional currency and may therefore be made in unlimited amounts for terms of up to 50 years.

Bank Secured Investments

5.9 Bank secured investments are backed by the borrower's assets, which helps limit potential losses in the event of insolvency. The amount and quality of this security will be a key consideration in investment decisions. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where no specific credit rating exists for the investment, but the collateral has a rating, the higher of the collateral rating and the counterparty rating will be applied. The combined total of secured and unsecured investments with any single counterparty will not exceed the cash limit for secured investments.

Banks and Building Societies (unsecured)

5.10 The Council may invest in accounts, deposits, certificates of deposit, and senior unsecured bonds with banks and building societies, excluding multilateral development banks. These investments carry the risk of credit loss through bail-in if the regulator determines that the institution is failing or likely to fail. Arrangements relating to operational bank accounts are outlined below.

Registered Providers (unsecured)

5.11 The Council may invest in loans, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

Money Market Funds

5.12 Money market funds are pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over banks of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

Strategic Pooled Funds

5.13 Strategic pooled funds include bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Since these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Real Estate Investment Trusts (REITs)

5.14 REITs are publicly traded companies that invest mainly in real estate and pay most of their rental income to investors in a similar manner to pooled property funds. As with pooled property funds, REITs offer enhanced returns over the longer term,but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

Operational Bank Accounts

5.15 The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £10m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Risk Assessment and Credit Ratings

5.16 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

5.17 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of

the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other Information on the Security of Investments

5.18 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

Reputational aspects

5.19 The Council acknowledges that investing with certain counterparties, although financially secure, may subject it to criticism, whether valid or not, that could impact its public reputation. This risk will be considered when making investment decisions.

5.20 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment Limits

5.21 The Council's revenue reserves available to cover investment losses are forecast to be £30 million on 31st March 2026 and £30 million on 31 March 2027. In order that no more than 100% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £10 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes.

5.22 Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country since the risk is diversified over many countries.

Table 11: Additional Investment Limits

	Cash Limit
Any single organisation, except the UK Central Government	£10m each
UK Central Government	Unlimited
Any group of organisations under the same ownership	£10m per group
Any group of pooled funds under the same management	£10m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Foreign countries	£10m per country
Registered providers and registered social landlords	£10m in total
Unsecured investments with building societies	£10m in total
Loans to unrated corporates	£10m in total
Money market funds*	£50m in total
Real Estate Investment Trusts	£10m in total

* These limits apply for both Haringey Council and Haringey Pension Fund, so the limit for Money Market Funds is £10m per MMF and £50m aggregate limit for the Council, and £50m for the Pension Fund.

Liquidity Management

5.23 The Council uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

6 Treasury Management Prudential Indicators

6.1 The Council measures and manages its exposures to treasury management risks using the following indicators which largely remain unchanged in 2026/27 TMSS from previous years.

Security

6.2 The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit Risk Indicator	Target
Portfolio average credit rating	Above A, score of 6 or lower

Liquidity

6.3 The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling 3-month period, without additional borrowing.

Liquidity Risk Indicator	Target
Total cash available within 3 months	£30m

Interest rate exposures

6.4 This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest Rate Risk Indicator	Target
Upper limit on one-year revenue impact of a 1% rise in interest rates	£2m
Upper limit on one-year revenue impact of a 1% fall in interest rates	£2m

6.5 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates

Maturity structure of borrowing

6.6 This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing are shown on the following page:

Refinancing Rate Risk Indicator	Upper Limit	Lower Limit
Under 12 months	40%	0%
12 months and within 24 months	40%	0%
24 months and within 5 years	50%	0%
5 years and within 10 years	50%	0%
10 years and above	100%	0%

6.7 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Total short-term borrowing

6.8 In recent years, the Council has used short term borrowing (under 1 year in duration) from other local authorities to meet short-term liquidity requirements. Short term borrowing can also be raised from other counterparties such as banks. This approach offers increased flexibility for cash flow management by the Council and can serve as an alternative to borrowing from PWLB over a longer term. More recently this source has proved to be more expensive form of borrowing and the amount of temporary borrowing undertaken has decreased.

6.9 Short-term borrowing exposes the Council to refinancing risk. This is the risk that interest rates may rise quickly over a short period of time, resulting in significantly higher rates when the loans mature. In such cases, there is a risk that the new replacement borrowing would need to be taken at higher interest rates compared to the maturing loans.

6.10 Bearing this in mind, the Council has set a limit on the total amount of short-term borrowing that has no associated protection against interest rate rises, as a proportion of all borrowing.

Short term borrowing	Target
Upper limit on short-term borrowing that exposes the Council to interest rate rises as a percentage of total borrowing	20%

Long-term treasury management investments

6.11 The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments are detailed below. This has been increased from £5m to £20m from 2026/27 to reflect the potential principal to be invested beyond year end.

Price Risk Indicator	2026/27	2027/28	2028/29
Limit on principal invested beyond year end	£20m	£20m	£20m

7 Related Matters

7.1 The CIPFA Code requires the Council to include the following in its treasury management strategy.

Financial Derivatives.

7.2 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g., interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g., LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e., those that are not embedded into a loan or investment).

7.3 The Council will only use standalone financial derivatives (such as swaps, forwards, futures, and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be considered when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

7.4 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk will be included to count against the counterparty credit limit and the relevant foreign country limit.

7.5 In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Housing Revenue Account

7.6 On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. Since then, new long-term loans borrowed are assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g., premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at the Authority's average interest rate on investments, adjusted for credit risk.

Markets in Financial Instruments Directive

7.7 The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Corporate Director of Finance and Resources (S151 Officer) considers this to be the most appropriate status.

8 Financial Implications

8.1 The budget for investment income in 2026/27 is £1.05m based on an average investment portfolio of £30 million at an interest rate of 3.5%.

8.2 The budget for total debt interest paid in 2026/27 is detailed in Table 12 below for both the General Fund and HRA. If the actual levels of investments and borrowing, or the actual interest rates, differ from those forecasted, the performance against the budget will be correspondingly different. This will be reported through the quarterly Treasury Management report to Audit Committee and in the finance quarterly monitoring report to Cabinet.

8.3 As debt on the General Fund needs to be repaid, the Council is required by statute to set aside from its revenue account an annual amount sufficient to repay its borrowing. This is known as the minimum revenue provision (MRP). In line with guidance, MRP does not need to be paid on HRA borrowing and the Council currently uses this flexibility. However given the level of borrowing this will remain under review each year. Table 12 sets out the revenue budgets in both the General Fund and HRA for both interest costs on borrowing and minimum revenue provision (MRP) charges. The concept of self-financing schemes and the assumed savings are no longer within the TMSS. The interest and MRP budgets reflect the costs of financing the scheme and associated savings are accounted for in the Council's service revenue budgets.

8.4 The Department for Levelling Up, Housing and Communities (DLUHC) now Ministry of Housing, Communities and Local Government (MHCLG), issued statutory guidance (updated 2018) on determining a prudent level of MRP. The Council's MRP Policy Statement for 2026/27 is included in Annex C.

Table 12: Revenue budget for interest costs and MRP

	31.3.26	31.3.27	31.3.28	31.3.29	31.3.30	31.3.31
	Estimate	Forecast	Forecast	Forecast	Forecast	Forecast
	£m	£m	£m	£m	£m	£m
General Fund MRP	16	17	19	20	20	21
EFS MRP	0.3	2	5	8	11	14
Total Loans MRP	**17**	**19**	**24**	**28**	**31**	**35**
General Fund Interest	**20**	**26**	**31**	**36**	**40**	**42**
EFS Interest	3	8	13	18	24	30
Total Capital Financing Costs	**40**	**53**	**68**	**82**	**95**	**107**
HRA Interest Costs	20	30	45	56	66	73
PFI/Lease MRP	**20.8**	**16.8**	**4.5**	**3.6**	**2.6**	**2.6**
Total Council Revenue Impact	**81**	**100**	**117**	**142**	**163**	**183**

9 Other Options Considered

9.1 The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Corporate Director of Finance and Resources (S151 Officer), having consulted the Cabinet Member for Finance and Corporate Services, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are as follows.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses may be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses may be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs may be less certain

Annex A – Arlingclose Economic & Interest Rate Forecast – December 2025

Underlying assumptions:

- As expected, the Monetary Policy Committee (MPC) reduced Bank Rate at 3.75% in December, although, with a 6-3 voting split and obvious concerns about economic growth, presented a much more dovish stance than had been expected given recent inflationary data.

- The Budget measures remain a concern for policymakers, for both growth and inflation. Additional government spending will boost demand in a constrained supply environment, while pushing up direct costs for employers. The short to medium-term inflationary effects will promote caution amongst policymakers.

- UK GDP recovered well in H1 2024 from technical recession, but underlying growth has petered out as the year has progressed. While government spending should boost GDP growth in 2025, private sector activity appears to be waning, partly due to Budget measures.

- Private sector wage growth and services inflation remain elevated; wage growth picked up sharply in October. The increase in employers' NICs, minimum and public sector wage levels could have wide ranging impacts on private sector employment demand and costs, but the near-term impact will likely be inflationary as these additional costs get passed to consumers.

- CPI inflation rates have risen due to higher energy prices and less favourable base effects. The current CPI rate of 2.6% could rise further in Q1 2026. The Bank of England (BoE) estimates the CPI rate at 2.7% by year end 2025 and to remain over 2% target in 2026.

- The MPC re-emphasised that monetary policy will be eased gradually. Despite recent inflation-related data moving upwards or surprising to the upside, the minutes suggested a significant minority of policymakers are at least as worried about the flatlining UK economy.

- US government bond yields have risen following strong US data and uncertainty about the effects of Donald Trump's policies on the US economy, particularly in terms of inflation and monetary policy. The Federal Reserve pared back its expectations for rate cuts in light of these issues. Higher US yields are also pushing up UK gilt yields, a relationship that will be maintained unless monetary policy in the UK and US diverges.

Forecast:

- In line with our forecast, Bank Rate was cut to 3.75% in December.
- The MPC will reduce Bank Rate in a gradual manner. We see a rate cut in February 2026, followed by a cut alongside every Monetary Policy Report publication, to a low of 3.75%.
- Long-term gilt yields have risen to reflect both UK and US economic, monetary and fiscal policy expectations, and increases in bond supply. Volatility will remain elevated as the market digests incoming data for clues around the impact of policy changes.

- This uncertainty may also necessitate more frequent changes to our forecast than has been the case recently.

- The risks around the forecasts lie to the upside over the next 12 months but are broadly balanced in the medium term.

Interest Rate Forecast:

The table below shows the most recent interest rate forecast provided by Arlingclose.

	Current	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28
Official Bank Rate													
Upside risk	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50
Central Case	4.00	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
3-month money market rate													
Upside risk	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50
Central Case	3.90	3.80	3.75	3.80	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85	3.85
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
5yr gilt yield													
Upside risk	0.00	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	3.94	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Downside risk	0.00	-0.55	-0.60	-0.70	-0.80	-0.90	-0.95	-1.00	-1.05	-1.10	-1.10	-1.10	-1.10
10yr gilt yield													
Upside risk	0.00	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	4.47	4.45	4.45	4.40	4.40	4.40	4.40	4.40	4.40	4.40	4.40	4.40	4.40
Downside risk	0.00	-0.55	-0.60	-0.70	-0.80	-0.90	-0.95	-1.00	-1.05	-1.10	-1.10	-1.10	-1.10
20yr gilt yield													
Upside risk	0.00	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	5.13	5.10	5.10	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Downside risk	0.00	-0.55	-0.60	-0.70	-0.80	-0.90	-0.95	-0.95	-0.95	-0.95	-0.95	-0.95	-0.95
50yr gilt yield													
Upside risk	0.00	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	4.73	4.70	4.75	4.65	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70
Downside risk	0.00	-0.55	-0.60	-0.70	-0.80	-0.90	-0.95	-0.95	-0.95	-0.95	-0.95	-0.95	-0.95

PWLB Standard Rate = Gilt yield + 1.00%
PWLB Certainty Rate = Gilt yield + 0.80%
PWLB HRA Rate = Gilt yield + 0.40%
National Wealth Fund (NWF) Rate = Gilt yield + 0.40%

Annex B – Existing Investment & Debt Portfolio Position - December 2025

	Actual portfolio £m	Average rate %
External borrowing:		
Public Works Loan Board	1,064.9	3.47%
LOBO loans from banks	50.0	4.75%
Local authorities	27.0	4.24%
Total external borrowing	**1,141.9**	**4.15%**
Treasury investments:		
The UK Government (DMADF)	23.0	3.70%
Money market funds	50.0	3.92%
Total treasury investments	**73.0**	**3.81%**

Annex C - Minimum Revenue Provision Statement 2026/27

Where the Authority funds capital expenditure with debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in April 2024.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is aligned with that over which the capital expenditure provides benefits. The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and provides a number of options for calculating a prudent amount of MRP but does not preclude the use of other appropriate methods, which is what this policy allows for.

The following statement incorporates options recommended in the Guidance, as well as well as locally determined prudent methods:

MRP is calculated by reference to the capital financing requirement (CFR) which is the total amount of past capital expenditure that has yet to be permanently financed, noting that debt must be repaid and therefore can only be a temporary form of funding.

The CFR is calculated from the Authority's balance sheet in accordance with the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Expenditure in Local Authorities, 2021 edition.

For capital expenditure incurred before 1st April 2008, MRP will be determined using the annuity basis and an average asset life of 33 years.

For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset as the principal repayment on an annuity equal to the average relevant PWLB rate for the year of expenditure, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over up to 20 years.

For assets acquired by lease, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

For assets acquired under the Private Finance Initiative, MRP will be made over the asset life on the annuity basis.

Where former operating leases have been brought onto the balance sheet due to the adoption of the IFRS 16 Leases accounting standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or incentives, then the MRP charges will be adjusted so that the overall charge for MRP over the life of the lease reflects the value of the right-of-use asset recognised on transition rather than the liability.

Asset Lives
Investment in assets generates a future flow of benefits. The overall length of those benefits (asset lives) varies for each asset type. Within the MRP policy, these asset lives are used:

	Years
Lighting Infrastructure	50
Highways Structures	50
Roads and Pavements, Street Signage, Public Realm	30
Acquisition of Property	40
Operational Property - extensive refurbishment	40
Operational Property - non extensive refurbishment	30
Parks Asset Management	20
External Equipment (e.g. park equipment, cycle hangers)	10
Waste Vehicles (Large)	8
CCTV Cameras	5
Waste Vehicles (small/medium)	4
Non waste vehicles	5
IT	7

Capital loans
For capital expenditure on loans to third parties which were made primarily for financial return rather than direct service purposes, MRP will be charged in accordance with the policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational. This MRP charge will be reduced by the value any repayments of loan principal received during in the year, with the capital receipts so arising applied to finance the expenditure instead.

For capital expenditure on loans to third parties which were made primarily for service purposes, the Authority will make nil MRP except as detailed below for expected credit losses. Instead, the Authority will apply the capital receipts arising from the repayments of the loan principal to finance the expenditure in the year they are received.

For capital loans made on or after 7th May 2024 where an expected credit loss is recognised during the year, the MRP charge in respect of the loan will be no lower than the loss recognised.

Where expected credit losses are reversed, for example on the eventual repayment of the loan, this will be treated as an overpayment.

For capital loans made before 7th May 2024 and for loans where expected credit losses are not applicable, where a shortfall in capital receipts is anticipated, MRP will be charged to cover that shortfall over the remaining life of the assets funded by the loan.

Housing Revenue Account
No MRP will be charged in respect of assets held within the Housing Revenue Account but depreciation on those assets will be charged instead in line with regulations.

Based on the Authority’s latest estimate of its CFR on 31st March 2026, the General Fund budget for MRP has been set as follows:

	31.03.2026 Estimated CFR £'m	2026/27 Estimated MRP £'m
Capital expenditure before 01.04.2008	161.5	2.2
Supported capital expenditure after 31.03.2008	0.0	0.0
Unsupported capital expenditure after 31.03.2008	637.7	14.7
Leases and Private Finance Initiative	48.6	16.7
Transferred debt	0	0
Capital loans to third parties	6.0	0.3
Voluntary overpayment (or use of prior year overpayments)	n/a	n/a
EFS	64	1.9
Total General Fund	917.8	35.9
Assets in the Housing Revenue Account	722.0	0
HRA subsidy reform payment	0	0
Total Housing Revenue Account	722.0	
Total	1,639.8	19.5

Overpayments

In earlier years, the Authority has not made voluntary overpayments of MRP that are available to reduce the revenue charges in later years.

Capital receipts

Proceeds from the sale of capital assets are classed as capital receipts and are typically used to finance new capital expenditure. Where the Authority decides instead to use capital receipts to repay debt and hence reduce the CFR, the calculation of MRP will be adjusted as follows:

- Capital receipts arising on the repayment of principal on capital loans to third parties will be used to lower the MRP charge in respect of the same loans in the year of receipt, if any.
- Capital receipts arising on the repayment of principal on finance lease receivables will be used to lower the MRP charge in respect of the acquisition of the asset subject to the lease in the year of receipt, if any.
- Capital receipts arising from other assets which form an identified part of the Authority's MRP calculations will be used to reduce the MRP charge in respect of the same assets over their remaining useful lives, starting in the year after the receipt is applied.
- Any other capital receipts applied to repay debt will be used to reduce MRP in [10] equal instalments starting in the year after receipt is applied. 10 years is used because this matches the period over which discounts on the early repayment of borrowing are credited to revenue

Capitalisation Direction

The current financial position of the Council continues to be very serious. The Council will be submitting a an EFS request to government The outcome will not be known until late February 2026 when an in-principle decision is expected. If agreed, then MHCLG will issue a capitalisation direction. This does not involve any new money. Instead, the Council will be allowed to capitalise its deficits on its revenue budget. The direction allows Councils to repay the EFS over a period up to 20 years. The proposed capital programme includes up to £100m of EFS in 2026/27, This policy is effective from 1/4/26.

Appendix 11

SECTION 25 STATEMENT BY THE CHIEF FINANCE OFFICER

13.1 The Local Government Act 2003 (Section 25) requires that the Chief Financial Officer reports the following matters to Members when agreeing the annual budget and Council Tax level:

- The robustness of the estimates made for the purpose of the budget calculations (i.e. providing reasonable assurance that the budget proposed in this report is not likely to be materially overspent in year); and
- The adequacy of the financial reserves.

13.2 Given the Council's challenging financial position as set out in this 2026/27 budget report, this statement also provides the Chief Finance Officer's reporting on the Council's financial position, steps being taken to improve financial sustainability and the medium-term outlook.

13.3 For Members, the Section 25 Statement provides the context for budgetary discussions and Members should have regard to this report when making decisions in setting the Council's budget. This statement is a legal requirement and ensures that Members have all the professional advice from the Chief Finance Officer when budget decisions are being made.

13.4 Similar to that reported in last year's budget report and throughout 2025/26, Haringey's financial position continues to be challenging. The Council is not currently financially sustainable with an annual revenue budget gap of £52.2m in 2026/27 which is currently assumed to be capitalised through a Capitalisation Direction granted by the Secretary of State for Housing, Communities and Local Government (MHCLG). The annual revenue budget gap is modelled to increase to £291.71m by 2030/31.

13.5 This is on top of £10m of EFS required in 2024/25 and estimated requirement of £54m in 2025/26. The ongoing use of Capitalisation Directions increases the financial pressures on the Council's revenue budget by increasing its net cost of borrowing into the future, from £10m budgeted for 2026/27 to £44m projected for 2029/30 – this will equate to 11% of the Council's budget. This is not sustainable, or an effective use of public money in line with the Best Value Duty.

13.6 The remainder of this statement provides further details on the financial position and actions being taken by the Council to improve its financial sustainability over the next three years and reflects the national, London and local context.

13.7 The outcome of Fairer Funding 2.0 and as published in the Provisional Local Government Finance Settlement, means the Council will see an increase of £12.8m in Government funding over the next three years, of which £9.5m is planned for 2026/27 (see Section 8.7 for full details). However, this remains far short of the additional costs incurred year on year from increased demand and price of services. As a result, and as set out in Section 8, there is still an

ongoing reliance on Exceptional Financial Support of £52.2m to set a balanced budget for 2026/27.

13.8 The long awaited three year government funding settlement published for 2026/27 to 2028/29 is welcome because it provides certainty for financial planning purposes and there is an imperative need to move towards medium term planning and setting a three year budget. However, even with the increase in government funding for Haringey, returning to financial sustainability and eliminating the ongoing reliance on EFS is going to be difficult to achieve. It will require ongoing reductions in spending and prioritising within a much smaller financial envelope. As set out in this report, based on the latest assumptions, there will remain a budget gap of up to £291.71m between 2026/27 and 2030/31 if everything else remains the same.

13.9 An emergency response has been in place since the start of the financial year, initially with GOLD and Silver arrangements and then subsequently overseen by the Financial Recovery Board. These arrangements remain agile and responsive, remain under review and will be further strengthened throughout 2026/27.

- Continued review and implementation of the revised financial resilience plan to take account of the latest position but also a more pragmatic approach to financial resilience. The current plan was built around a priority of not requiring EFS in 2025/26 or 2026/27 but in light on the latest position, this is no longer possible and therefore the framing of the plan is being re-visited.

- Continuing with the emergency governance and oversight arrangements that are established within the organisation and introducing further independence to the current Financial Recovery Board.

- Ensuring all budget holders are held to account for delivering within their allocated cash limits, recognising the work that has taken place to ‘right-size’ budgets. All Corporate Directors have signed off that their service budgets reflect known pressures for 2026/27, that savings assumed will be delivered and they will report a balanced position at the year end.

- Strengthening the spend control mechanisms that are already in place across the organisation in order to further drive a consistent commitment to value for money, namely:

    - Spend control panel for all non-essential spend over £1,000;
    - Recruitment Panel - agency and permanent recruitment restrictions on non essential roles;
    - Single point of governance for all of the capital programme (Strategic Capital Board);

- Single point of governance for all commissioning and procurements over £160,000 (Commissioning Panel and Board);
- All reports which involve spending over £25,000 to be reviewed by the Section 151 Officer.

- A strong focus on delivering the £30m of savings already contained within the 25/26 budget, and the £23.2m planned in the 2026/27 budget by 1st April 2026, in order to secure a full year effect.

- Full review of the Housing Revenue Account Business Plan to ensure its long- term sustainability and positive cashflow.

Financial Management Code

13.10 In relation to the annual budget setting process and the development of the proposed budget in this report, Haringey is fully compliant with the CIPFA Financial Management (FM) Code. However, as reported last year, there is scope for improvement. The review planned in 2025/26 has not yet taken place due to the focus on the development of the financial recovery plan and putting in place the emergency arrangements and controls across the organisation to reduce spend. This review of the FM Code will need to take place in 2026/27 and review progress against the objectives and strengthening financial management across the organisation. A more detailed action plan will be published and progress reported to Audit Committee through the Annual Governance Statement (AGS).

13.11 On 24 November 2025, full Council agreed the revised and updated Financial Regulations. The last review was carried out in 2021. Some of the updates this time were general, such as updating of job titles but the financial regulations now include clear responsibilities of budget managers, Directors and Corporate Directors to work within their approved budgets. This was not previously explicit in the regulations. In early 2026, a structured engagement plan will be implemented with all relevant officers to reset responsibilities and accountability for good financial management and spending in line with budget.

13.12 The Council is in compliance with all other codes and standards.

CIPFA Resilience Index

13.13 CIPFA has released the data for its 2024/25 financial resilience index and this evidences much of the conclusions made by myself as Section 151 Officer within this statement. The chart below shows the relative ranking (high or low risk) for each indicator which is used to measure the financial stress of council's by CIPFA. Bars closer to the left indicate a higher risk of financial stress for that authority relative to comparable authorities (London Boroughs).

Appendix 11

Chart 1 – CIPFA Financial Stress Indicators

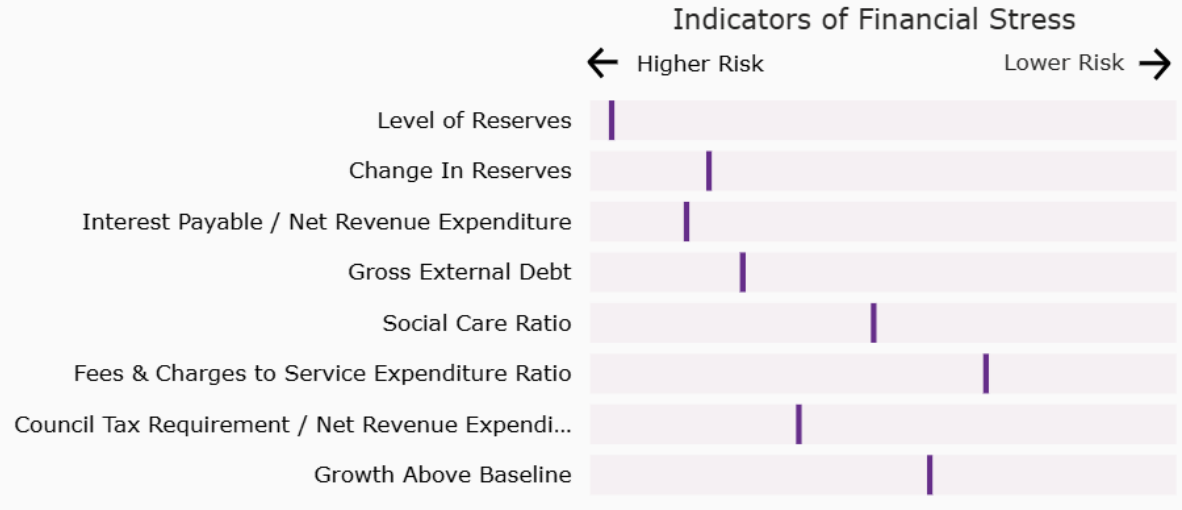


Chart 2 – Reserve Balances 2024/25

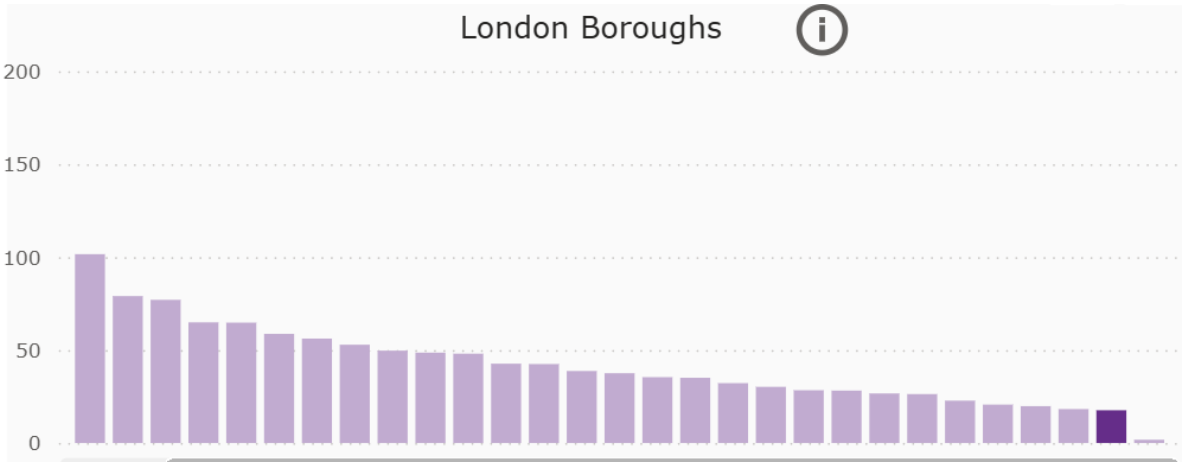
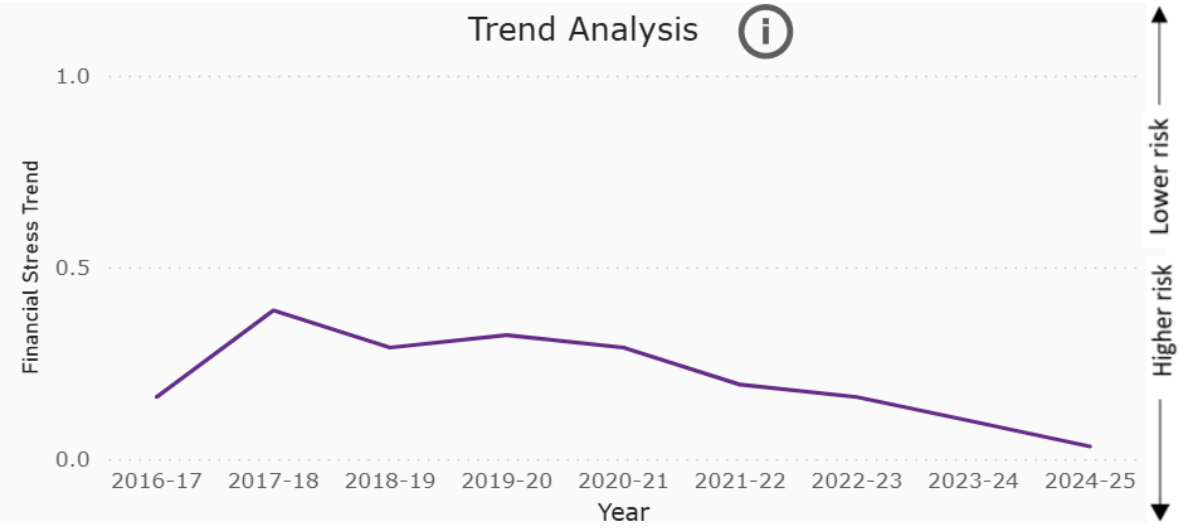


Chart 3 – Change in Reserves



13.14 Use of reserves to fund on-going expenditure is not a sustainable solution for any Local Authority but Haringey's low levels mean this does not even provide a one off solution in the short term. A full review of all reserves has

been undertaken in 2025/26 and £1.4m from the Services Reserve and Unspent Grants Reserve has been identified as being available and will be used to reduce the in-year overspend in 2025/26. Therefore, there is no other available use of reserves to contribute to balancing the budget for 2026/27.

13.15 Recognising these low levels are not sustainable, the MTFS from 2027/28 assumes a £3m contribution to the budget planning reserve to improve financial resilience but the feasibility of this contribution will be reviewed each year depending on the Council's financial position and reliance on EFS.

13.16 The change in reserves from 2016/17 to 2024/25 as shown in Chart 3 is also highlighted as high risk and the year-on-year reduction is due to the reliance on previous use of reserves for balancing the budget and managing an in-year overspend. The level of reserves as a percentage of income is 11%, the lowest percentage across statistical neighbours.

13.17 Levels of debts are showing as higher compared to others. A key indicator used by CIPFA is the level of debt as a percentage of income, which for Haringey is 223%, the third highest percentage across London (our statistical neighbours) and indicating a high level of risk to financial sustainability.

13.18 There are two aspects of debt which the Council is working to address.

- Minimising increases in the level of debt associated with the capital programme. Significant reductions have been made across the General Fund capital programme over recent years. The latest annual review is removing 4 schemes equating to £6.421m that would otherwise have resulted in an increased borrowing requirement. Despite these reductions, the revenue budget for 2026/27 includes interest payable estimate of £36m and £19m for MRP. There is more that must be done as part of the 2027/28 annual review that will take place in summer 2026 to limit the programme to essential capital investment or that which is on an invest to save basis and therefore contribution to closing of the budget gap in future years. The 2026/27 capital programme also now includes the EFS requirement for previous and current years, 2026/27 and forecasts for future years. This is a forecast at this stage and will be revisited each year depending on the financial outlook.

- Reducing levels of customer debt (which is also too high) and improving collection rates. The focus over the last year has been on Adult Social Care debt and the project is proving successful but the pace is slow and this must continue through 2026/27 with the ongoing review of aged debt but also improvements in the financial assessment process to collect charges from those who have the ability to pay for their own care. Given the age of some debt, write offs are expected to increase and could be over and above the level of bad debts provision assumed within the revenue budget. This could increase the overspend position should they materialise.

- The same scrutiny and deep dive must now also be applied to other services where existing debt and collection is lower than expected, namely, parking,

commercial property and council tax and this will be led by a newly formed Corporate Debt Board in 2026/27 that will be chaired by myself as the Section 151 Officer. The focus will be on improving process to ensure income is collected in a more timely manner, making it easier for people to pay, supporting those who cannot pay and therefore reducing levels of debt and consequently the amount that needs to be written off.

Financial Resilience Assessment

13.19 In Autumn 2024, I commissioned an external financial resilience assessment by CIPFA. The assessment highlighted the issues above around debt, reserves and financial sustainability and made 36 recommendations to the Council to address. These recommendations, together with the recommendations from the Section 151 Officer are the basis for the Council's Financial Recovery Plan which has been in place since April 2025 with its progress being reported quarterly to Cabinet.

13.20 Good progress has been made in some areas but there is still significant work for the Council to complete before the plan is implemented in full and this must remain the focus during 2026/27. The plan will also be subject to review and a revised financial sustainability plan will be published for end of March 2026.

2025/26 Financial Position

13.21 The 2024/25 financial year was a pivotal point for the Council in terms of its financial position, particularly in terms of adult social care and temporary accommodation but also children's social care and SEND that led to significant overspends. Some use of reserves and one off historic balances were required, as well as £10m of EFS to balance the budget at the year end.

13.22 The financial pressures have continued into 2025/26, and despite setting what was expected to be a balanced budget with £50m additional budget included for social care and temporary accommodation, the latest position is showing an overspend of £19.2m as at the end of November 2025. It should be noted that the 2025/26 budget was set with an assumed use of £37m of EFS.

13.23 The spending controls on all non essential spend and recruitment have been in place since the beginning of the year and to date have avoided almost a £1m of spending. These together with the other controls as set above is expected to continue to have an impact in the last quarter of the year to reduce the overspend position but should this position remain, the EFS requirement in year will exceed the £37m currently approved and a provisional application of £54m has been submitted to Government. The final EFS requirement for 2025/26 will not be known for certain until the accounts have been closed at the end of May 2026.

2026/27 Budget

13.24 The draft budget reflects the latest Government grant for 2026/27 as published in the provisional Local Government Finance Settlement on 17 December and the outcome of Fairer Funding 2.0. The additional £9.5m compared to what was assumed in previous finance updates is welcome but continues to be insufficient to meet the growing demand and increased price of services in Haringey.

13.25 The settlement includes a significant simplification of Government grants, with now previously separate grants rolled into the Fairer Funding Assessment. For grants that continue to sit outside of the settlement and their value is known, these are reflected throughout this report and where they remain unknown but are expected to continue, 2026/27 values have been assumed in line with the 2025/26 value. In line with the Council's budget principle, if grants reduce going forward, it is assumed that expenditure will reduce accordingly. This budget principle will need to be enforced going forward given the financial position.

13.26 The draft budget reflects a 4.99% increase in Council Tax but this remains a decision for full Council on 2 March 2026. The Council Tax base calculation for budget setting purposes for 2026/27 has shown a reduction on previous years. Although there are more dwellings across the borough, this is not translating into additional revenue. This is in part because of the number of discounts and exemptions, however, this needs to be further investigated to truly identify the issue. The second driver for the reduction is collection rates, which although has seen a slight improvement in year, is still well below the target collection rate of 95.5%. The budget for 2026/27 assumes a collection rate of only 92.5%. More will need to be done in 2026/27 given this is a vital source of income for the council. This will include distinguishing between 'can't pay' and 'won't pay'. The solution is not yet known for each of these cohorts but must be a priority.

13.27 Fees and charges reflect a 3.8% increase on average in line with CPI in October 2025. For 2027/28, the Council will need to again undertake benchmarking against other neighbouring authorities to consider opportunities for new charges for services or where benchmarking shows we continue to remain below others.

13.28 The estimate of pressures for 2026/27, uses the latest 2025/26 forecast position and forecast demand and prices for 2026/27. Scenario planning is more widely used for demand led services than previously and includes an estimate of risk and uncertainty. The full details are set out in Appendix 2 and includes an additional £45.272m for service specific pressures. The main areas are as follows:

- £19.046m for adult social care
- £13.854m for housing demand and almost solely for temporary and emergency accommodation.

- £5.648m for children's services, including placements and home to school transport;

13.29 In addition, £42.4m additional budget has been included for council wide pressures. This includes:

- £6.071m for the staff pay award;
- £1.731m for inflation on non social care / housing contracts;
- £15.0m to increase corporate contingency to £25m to manage risks and uncertainties in year;
- £17.458m for capital financing relates costs; and
- £1.461m for the additional cost associated with concessionary fares on public transport.

13.30 The budget includes assumed savings of £23.2m for 2026/27, of which £14.9m are from previously approved budgets and £8.3m new savings. Given the Council's track record on the delivery of savings, the Council is focussing its attention and limited resources on the delivery of existing and those previously approved before adding further new savings on top. In total, by the end of March 2027, we will need to have delivered £53.2m of savings over the last two years, which is almost 15.5% of the net budget. Making reductions of this scale is challenging but the robustness of these estimates has been tested and delivery plans are already in place or to be developed before the start of the year. However, based on previous years, delivery can be volatile and the monthly monitoring process will continue to track not only the delivery of the financial savings but also progress with making the 'changes' needed to deliver the savings.

13.31 All the estimates in the draft budget are based on the best possible information and assumptions but do include an element of risk and uncertainty. Corporate contingency therefore has been increased to £25m for 2026/27 to manage some of this risk. Financial Plans assume this £25m is maintained every year over the next five years but this will be reviewed annually depending on the level of risk in the budget and the robustness of the estimate for demand and price pressures.

13.32 I have examined the assumptions used within the budget calculations and have also considered the appropriate risks set out in Section 9 of the main report.

Adequacy of Reserves

13.33 The Council is required to maintain an adequate level of reserves to deal with unexpected events and pressures. Sections 32 and 43 of the Local Government Finance Act 1992 requires the Council to have regard to the level of reserves when calculating the budget requirement.

13.34 The appropriate level of reserves must be considered alongside an assessment of risk, taking into account the robustness of savings plans, levels of risk in estimates in demand and price and wider economic factors.

The adequacy of reserves is assessed as part of the budget process and monitored regularly throughout the year to the closure of accounts at the end of the year.

13.35 Throughout 2025/26, I have reported on the low levels of reserves for Haringey. The longer term sustainability of the Council relies on the need to avoid reliance on reserves to balance the annual budget in the future and to have a longer term plan to replenish reserves available for managing risks and uncertainties. In March 2025, the MTFS at that point assumed a £3m annual contribution to replenish the budget stabilisation reserve. Given the financial position, this has been reversed for 2026/27 but is still an assumption for 2027/28 onwards and will be reviewed as part of the annual budget setting process. It is by no means certain that I will be able to make this contribution in 2027/28.

13.36 There are no reserves available to balance the budget for 2026/27 because it is assumed any remaining uncommitted reserves will be used to fund the 2025/26 overspend and minimise the final request for EFS from MHCLG when the 2025/26 accounts are closed.

13.37 As set out in Section 9, there is no Transformation Reserve. However, addressing the financial challenges and the level of change required to processes and service provision over the next few years, some spend will be required on an invest to save basis. In the absence of a transformation reserve, the Council will utilise its flexibility to use capital receipts for this purpose and as set out in Appendix 8. This means fewer capital receipts available to fund EFS or the wider capital programme but it is the view of myself that longer term sustainability will require a longer term approach given that structural change cannot be fully delivered in one year.

13.38 The five year forecast of reserves is set out in Section 9 of the main report.

13.39 It is my recommendation that the 'General Fund reserve should not be reduced below £15m, which equates to approximately 4.4% of the net budget of £343.4m. If any use of the reserve funds the 2025/26 overspend, this will need to be replenished as soon as practically possible.

Exceptional Financial Support (EFS)

13.40 Based on the current financial position in 2025/26 and the level of forecast expenditure for 2026/27, it is clear that the Council is not able to set a balanced budget for 2026/27.

13.41 The intention of EFS is to provide a temporary bridge for an authority during the transition towards a sustainable financial position. The latest guidance from CIPFA The Section 25 notice additional support states that ‘CIPFA is aware that EFS is no longer the temporary bridge envisaged when it was initially introduced and is now seen by many as a structural part of the local government finance system’.

13.42 Even where there is a need to borrow related to EFS, the Section 151 Officer is still required to observe the principles contained within the Prudential Code. This includes:

- Ensuring that all decisions remain governed by the Prudential Code and that capital and borrowing plans are affordable, prudent and sustainable. This is a challenging when the Council is not able to set a balanced budget without EFS but EFS remains a facility available to Local authorities to recommend a balanced budget.
- Recognising that borrowing increases pressure on the revenue budget, requiring principal and interest repayment. The draft 2026/27 revenue budget includes the costs of £89.2m of EFS required in 2026/27, as well as additional costs from borrowing associated with previous requirements. Full details are set out in the Treasury Management Strategy Statement at Appendix 10.
- Embedding robust forecasting and stress-testing within the medium-term financial plans, tracking debt servicing capacity under varied interest and economic conditions. As set out through this Section 25 Statement and this report, the draft budget has been developed based on best estimates of forecast budget pressures, using forecasting and stress testing, the financial risks facing the authority are clearly documented, the updated medium term financial position and actions the authority is taking over the next 6 months. The capital financing budget includes the interest and MRP for the capital programme and EFS in line with the MRP policy set out in the Treasury Management Strategy Statement and will be monitored and reported through the quarterly finance updates to Audit Committee and Cabinet.

13.43 It should be noted that although the forecast EFS requirements and associated borrowing costs have been assumed within the MTFS position in this report, these will be reviewed every year in light of the actions the Council is taking and any change in its financial position. Also, in line with the borrowing strategy in the Treasury Management Strategy Statement, actual borrowing will only be undertaken when needed and use of internal balances will be utilised first, should they be available. The timeliness of borrowing will be determined by the cashflow model and on advice from external treasury advisors.

13.44 An application has therefore been submitted to MHCLG for EFS for 2026/27. An in-principle decision will not be known until mid February 2026 but this report, the draft budget and MTFS, has been developed on the basis it will be agreed. This will mean that the Council will have a Capitalisation Direction which gives permission to fund day to day running costs of up to £52.2m for 2026/27 through the capital programme. This assumption is based on there being no available reserves to fund the 2026/27 shortfall because of their likely use to fund the 2025/26 overspend. Should any reserves be available, these will be utilised before any use of EFS and with borrowing as the last resort.

13.26 For the purposes of this draft budget, it is assumed that all of the EFS requirement in 2026/27 is funded through borrowing and these assumptions are accounted for in the Treasury Management Strategy Statement which is set out in Appendix 10 of the main report and the Capital Strategy, which is a separate report on the agenda – both will be subject to approval by full Council on 2 March 2026.

13.27 Every £1m of borrowing results in approximately £62,000 of revenue borrowing costs and the 2026/27 draft budget includes £10m for associated EFS borrowing costs. This is £8m for interest costs (based on PWLB average of 5% for the year) and £2m for MRP, both of which are payable over the next 20 years.

13.28 However, it should be noted that external borrowing is only taken when it is necessary to do so and internal borrowing, through the use of cash balances (subject to the treasury management limits), is utilised first and therefore the actual costs of borrowing may be below budgeted costs. Any variation will be reported through the quarterly monitoring report to Cabinet.

13.45 In my opinion, this decision to apply for EFS is considered a last resort but necessary for achieving a balanced budget. Although an assumption has been made on the level of support required for the purpose of meeting the legal requirement to set a balanced budget for 2026/27, work must continue to control and reduce spend that results in final EFS support required in 2026/27 being less than assumed.

13.46 The EFS application should be regarded as intended to provide an “interim measure” whilst wider national and regional policy issues are addressed as well as the Council developing its longer term financial strategy. Reliance on EFS is not a financially sustainable strategy but there is no alternative at this stage. It is the Council’s aspiration to be able to set a balanced budget from 2028/29 without a new EFS requirement. This will rely on the Council delivering structural change in how services are delivered to reduce costs and prioritisation of services within a smaller financial envelope. Although an aspiration, I cannot give that assurance at this stage until the planned work during 2026/27 has been completed. In addition, officers and Members will need to work with Government to re-consider statutory requirements of local authorities and reforms to address the increasing demand and market forces that are driving the increases in social care and temporary accommodation costs.

13.30 If the application for EFS is not approved in February 2026, a balanced budget will not be able to be set and I would need, under a duty and an obligation, to issue a notice under section 114 of the 1988 Local Government and Housing Act (a “section 114 notice”). The consequences are that full Council would be required to meet to consider that notice and take action as appropriate. Other steps and interventions could also follow. Issuing a s114 notice would not resolve the financial challenge on its own – some form of capitalisation direction would still be required.

13.31 Although it is impossible to give an absolute assurance, on the basis of the risks and issues set out in this report and the assumption that the application for EFS is successful, it is my opinion as Section 151 Officer that the budget should progress for approval on the basis that:

- Known risks have been identified.
- The estimates are based on the best available information at this stage.
- Known spending pressures of £45.3m have been built into service budgets based on the latest estimates of current and future demand and prices.
- Noting the risks, the increase in corporate contingency to £25m.
- The level of reserves for managing risks and uncertainties is £5.441m at the end of March 2026 which is low but the MTFS includes a replenishment of £3m per annum from 2027/28 onwards (if achievable).
- The level of General Fund Reserve is maintained at £15m (if achievable) which represents 4.4% of the net revenue budget.
- The budget reductions of £23.2m for 2026/27 have been subject to due diligence to ensure some certainty on the delivery of change to deliver the reductions and increased income during 2026/27. Progress will be monitored and reported monthly internally and quarterly to Cabinet and Scrutiny Panels.
- Work has already commenced on preparations for developing longer term financial planning. An update on the financial position over the next five years will next be updated in the MTFS to Cabinet in summer / autumn 2026 with Cabinet being asked to consider in year budget proposals to reduce the 2026/27 EFS requirement rather than waiting until February 2027.
- The HRA is included as a separate report on the agenda and is reporting a balanced position for 2026/27 and across the next 10 years. A full review of the HRA plan will be carried out during 2026/27 to identify efficiencies and savings to improve the position in the medium term and move closer to the internally set target of an £8m contribution to capital each year.
- There is no current deficit for financial instruments in accordance with IFRS9. All treasury investments are currently through the Debt Management Office and Money Market Funds.
- The current statutory over-ride on the DSG deficit has been extended to March 2028. The Government is expected to set out plans to reform services for children with special educational needs and disabilities, “including ensuring councils are properly funded to help support and protect the most vulnerable children”. The Council is part of the Safety

Valve programme and good progress is being made towards the target of alleviating the in year deficit on the high needs block by 2028. However, this programme carries an element of risk and uncertainty beyond the Council's control in terms of the cost of placements and ongoing increases in demand for EHCPs. If the statutory over-ride is not extended beyond 2028 or the proposed reforms do not address the financial issues within the current system, any remaining deficit on the DSG needs to be funded by the Council and there are currently insufficient reserves should this scenario arise.

Conclusions

- The law requires that local authorities set and deliver a balanced budget for the following year by 11 March. This statement is my assurance to the Council that what is being proposed in the budget and council tax setting report will meet that requirement, but only if the EFS requirement of £89.2m is agreed by MHCLG.
- The financial forecast of the Council's MTFS for 2026/27 to 2029/30 shows that there is no identified short-term remedial action to balance the budget and use of Government Exceptional Financial Support, therefore, has had to become a necessity for 2026/27 and likely to continue to be so over the next three years.
- I am satisfied that the budget calculations for 2026/27 takes account of liabilities and financial risks based on the latest information and accounting for risk and uncertainty.
- The level of unallocated reserves for managing risks and uncertainties are too low to say they are adequate but every effort will be made to maintain the General Fund reserve at £15m and the draft budget assumes increased corporate contingency of £25m, an increase from £12m in the current year.
- The Council has arrangements to fulfil its statutory duties but only if its application for EFS is agreed by Government in February 2026.

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Report for: Cabinet - 10 February 2026

Item number: 11

Title: Adoption of the Capital Strategy 2026-2036

Report authorised by : Taryn Eves, Corporate Director of Finance and Resources

Lead Officer: Lauren Sinclair, Programme Manager – Finance and Resources

Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. This report seeks Cabinet approval for Haringey Council's Capital Strategy 2026–2036. The strategy sets out how the Council will invest in housing, infrastructure, and community assets over the next decade, ensuring that all capital decisions are affordable, prudent, and aligned with the Borough Vision 2035.

2. Cabinet Member Introduction

2.1 Our mission is to build a fairer and greener borough. This is our strategy for public investment in local public infrastructure – our parks, roads, leisure centres, libraries and much more. We want great quality infrastructure for all our residents, in every neighbourhood.

2.2 Since 2022, we've improved more than 30 of our public parks – investing more than £18m. We've refurbished 4 public libraries, investing nearly £5m. Our 4 public leisure centres are now publicly-run again. We're fixing them up, investing £4.1m already – with more to come. We are doing all of this in collaboration with residents, building local public services and infrastructure that meet everyone's needs.

2.3 We recognise the need to keep our borrowing requirement as low as possible, to ensure that the debt and associated cost to our Revenue Account and Housing Revenue Account remain sustainable in the medium to longer term. Wherever possible, we will use alternative sources of funding. Our duty is clear: to invest responsibly and protect essential local public services.

2.4 Equally, the Strategy is a statement of intent about the future of our borough. It translates the Borough Vision 2035—and the Haringey Deal—into a practical, affordable programme that delivers safe and affordable homes, thriving and safer places, opportunities for children and young people, climate action, and better health and wellbeing.

2.5 By focusing on three principles, getting the basics right, delivering on time and delivering local priorities — we will maximise external funding, reduce long-term revenue pressures, and ensure every pound works harder for residents. Our approach recognises that capital investment is not just about infrastructure—it is a lever to drive growth, support preventative measures, and ease future revenue pressures.

2.6 With strong governance and annual review, this Strategy provides the discipline and flexibility we need to build a fairer, greener Haringey where everyone can belong and thrive.

3 Recommendations

Cabinet is asked to:

1. Note the proposed Capital Strategy 2026–2036 (Appendix A) and agree to recommend that Full Council approve and adopt the strategy as the Council's overarching framework for capital investment, financing and governance.
2. Note that the Strategy will be reviewed annually alongside the MTFS and TMSS and reported to Cabinet and Full Council.
3. Endorse the Capital Framework and governance arrangements.

4 Reasons for decision

4.1 The Capital Strategy sets out the Council's statutory responsibility to define a clear approach for capital investment and financing. The 2026–2036 strategy builds on previous iterations to reinforce affordability, prudence, and sustainability in line with the CIPFA Prudential Code. Crucially, it underpins financial resilience by aligning the Council's strategic objectives with the Treasury Management Strategy to provide a coherent framework that supports investment in delivering the Borough Vision 2035 outcomes through the Capital Programme.

4.2 The Strategy provides a framework for long term investment, setting out an evidence-led approach to allocating limited capital resources to projects that fulfil the Council's legal and health and safety obligations, meet contractual commitments, and where affordable deliver its strategic priorities. It responds to significant financial challenges, including:

- Rising inflation and higher interest rates, which have significantly increased the cost of borrowing and future debt servicing pressures.
- Continuing growth in demand for housing, adult social care, and temporary accommodation.
- Limited government funding, alongside the use of Exceptional Financial Support (EFS), which is being used to fund immediate budget pressures but increases long term revenue commitments through increase capital financing costs and long term debt of the Council.

4.3 In this context, the Capital Strategy sets out a disciplined approach to capital investment, prioritising schemes that are essential for the delivery of statutory services, health and safety compliance and reduce long-term revenue pressures. A significant proportion of the capital programme is funded through borrowing and the year on year increase needs to be reversed to protect the financial sustainability of the Council and to remain affordable within prudential limits.

4.4 It brings together the Housing Revenue Account and the General Fund into a single strategic portfolio view for governance and reporting, while fully maintaining statutory and ring-fencing requirements.

It embeds robust business planning, risk management and benefits realisation arrangements, strengthening transparency and confidence in decision-making. By prioritising affordability while retaining flexibility, the Strategy supports long-term financial sustainability and enables the Council to respond effectively to changing economic conditions and strategic priorities.

Financing and Affordability

4.5 The Capital Strategy, alongside the Treasury Management Strategy Statement (TMSS) and the Medium Term Financial Strategy (MTFS), sets the parameters for a financially sustainable capital programme. Borrowing must remain within approved prudential limits, with the Council prioritising external grant funding, ringfenced Housing Revenue Account resources and capital receipts before undertaking prudent borrowing in accordance with the Prudential Code. The Council is within its current approved prudential limits set out in the Treasury Management Strategy Statement elsewhere on the agenda but debt levels are high in comparison to others and the capital financing costs of the capital programme alone amount to £55m for the General Fund and £32m for the HRA.

4.6 The use of Exceptional Financial Support (EFS) is a measure that increases future debt servicing costs. The Strategy therefore seeks to reduce reliance on EFS over time and prioritises investment in schemes that mitigate longer term revenue pressures, such as housing delivery to reduce temporary accommodation costs and energy efficiency measures to lower ongoing utility expenditure.

4.7 All capital schemes must demonstrate affordability on a whole life basis, including robust revenue implications, realistic contingency provision and sensitivity analysis. Clear mitigation or reprofiling options must be identified where affordability is affected by changes in funding, cost inflation or delivery risk, ensuring the overall programme remains affordable, prudent and sustainable.

Governance, Assurance and Delivery

4.8 Delivery of the Strategy is supported by the Council's Capital Delivery Framework and capital governance model, adopted in July 2025, which provides a consistent approach to business case development, approval, monitoring and benefits realisation across the General Fund and Housing Revenue Account programmes.

4.9 Cabinet has overall strategic oversight of the Capital Strategy and Capital Programme. Regular scrutiny and due diligence are provided through quarterly capital monitoring reports to Corporate Leadership Team, Cabinet and Scrutiny, enabling Members to oversee affordability, delivery performance, risks and alignment with corporate priorities. Operational oversight is exercised through the Strategic Capital Board and Directorate Capital Boards, which manage programme delivery, interdependencies and escalation.

4.10 Assurance is provided through a layered monitoring and reporting framework, including:

- Monthly project and programme monitoring, providing detailed performance, financial and risk oversight at Capital Programme Board level; and
- Quarterly portfolio level capital monitoring and assurance, providing Members with a consolidated view of spend, forecast, risks, benefits and compliance with prudential indicators and governance requirements.

Risk Management

4.11 The Council will maintain a low-risk appetite for borrowing and exposure to market volatility, reflecting the current financial context and the need to safeguard long term financial resilience. Capital investment decisions will be informed by robust risk assessment and mitigation planning at both scheme and portfolio level.

4.12 Key risks and mitigating actions include, but are not limited to:

- *Interest rates and inflation:* Use of prudent financial assumptions, regular benchmarking, and the inclusion of realistic contingency allowances.
- *Legislative and policy change*: Continuous horizon scanning and early compliance planning to mitigate cost and delivery impacts.
- *Capital receipts and grant dependency*: Conservative forecasting, active disposals management and strict compliance with grant conditions.
- *Delivery capacity and supply chain*: Investment in internal project management capability, robust procurement and due diligence processes, and the use of risk sharing contract forms.

4.13 Where affordability or deliverability is challenged, the Council will take early action to reprofile or pause lower priority schemes, while protecting statutory compliance and projects already in delivery to avoid sunk costs and reputational risk.

5 Alternative options considered

5.1 Do Nothing – Not Recommended

Failing to adopt a Capital Strategy would undermine compliance with the CIPFA Prudential Code, which requires local authorities to maintain an up-to-date capital strategy. It would increase the risk of uncoordinated and unaffordable investment decisions and reduce transparency and assurance for the public interest. In the context of sustained financial pressure, this would significantly heighten the risk of

an unsustainable capital programme, adversely affecting the Council's financial resilience and its ability to deliver outcomes for residents.

6 Background information

6.1 The Capital Strategy has been developed in line with the CIPFA Prudential Code and Capital Strategy Guidance, which requires local authorities to maintain an up-to-date capital strategy demonstrating that capital investment plans are affordable, prudent and sustainable over the medium to long term. The 2026-36 Strategy sets out the Council's approach to prioritisation, financing, risk management and governance to provide the assurance that capital investment supports service delivery and community outcomes, while protecting the Council's long-term financial resilience.

6.2 The Strategy provides a single, overarching framework that links capital investment decisions to the Borough Vision 2035, ensuring that long-term asset investment directly supports the Council's ambition for a fairer, greener borough where everyone can belong and thrive. It translates the Vision's priorities into a disciplined and deliverable programme by establishing clear principles for what the Council invests in, how schemes are prioritised, and how resources are allocated over time. This ensures that capital investment is considered as a key enabler of wider social, economic and environmental outcomes, rather than in isolation.

6.3 Together with the Council's asset management and spatial strategies, the Capital Strategy acts as a strategic enabler, supporting an integrated approach to capital investment planning. It is closely aligned with Council policy and strategic service plans, including the Local Plan, the Strategic Asset Management and Property Improvement Plan (SAMPIP), and the Council's place-shaping strategies, Shaping Tottenham and Shaping Wood Green. By translating evidence-based policy into funded investment, rationalisation and disposal decisions, the Strategy ensures that capital investment is affordable, well-governed and consistently focused on delivering long-term outcomes for residents and communities.

7 Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes

7.1 The Capital Strategy is part of the delivery engine for the Corporate Delivery Plan (CDP). It translates CDP priorities into a costed, governable programme by mapping every scheme to the CDP outcomes, applying a single portfolio view across the General Fund and HRA (with HRA ringfencing maintained), and using the Council's Capital Delivery Framework and HM Treasury Five Case Model to assure strategic fit, affordability and deliverability.

7.2 Funded programmes directly advance CDP outcomes—safe and affordable homes (new supply, building safety, retrofit), thriving and safer places (public realm, town centres, lighting/CCTV and active travel), children and young people (schools and early years modernisation, youth spaces), a healthy and caring borough (integrated community facilities and greener streets), a fair and equal

borough (accessible design and digital inclusion), and resident experience/enablers (modern, efficient, lower carbon public estate).

8 Carbon and Climate Change

8.1 The Strategy reaffirms the Council's commitment to climate and environmental sustainability by supporting the net-zero trajectory and strengthening climate resilience. It includes investment in the decarbonisation of homes and public buildings, active travel, green infrastructure and nature-based solutions. All capital schemes must demonstrate measurable carbon reduction and/or climate adaptation benefits and, where practicable, take account of circular-economy principles and whole-life carbon impacts.

9 Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance, Equalities)

Finance

9.1 The recommendations of the report are to: Approve the Capital Strategy 2026–2036 (Appendix A) as the Council's overarching framework for capital investment, financing and governance; note that the Strategy will be reviewed annually alongside the MTFS and TMSS and reported to Cabinet and Full Council; and endorse the Capital Framework and governance arrangements.

9.2 The acceptance of the recommendations does not in themselves give rise to any financial implications. The delivery of the capital strategy through the approved capital programme does give rise to financial implications and these are factored into the Council's revenue budget elsewhere on the agenda.

Procurement

9.3 Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the recommendations stated in paragraph 3 above.

Director of Legal & Governance

9.4 The Director of Legal & Governance has been consulted in the preparation of this report.

9.5 The Local Government Act 2003 provides the statutory framework governing local authority capital expenditure, borrowing and investment and requires local authorities to act prudently. In exercising these functions, local authorities are required to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities. The Code requires the council to prepare, approve and maintain a Capital Strategy setting out its capital expenditure plans.

9.6 The Council's Constitution at Part 4 – Rules of Procedure Section I – Financial Regulations provide that the 151 Officer is responsible for ensuring the preparation of the Council's Capital Strategy and requires the Strategy to provide a high level

long term overview of how much capital expenditure, capital financing and treasury management activity contribute to the provision of services, an overview of how the associated risks is managed and the implications for future financial sustainability. This strategy is prepared in compliance with the requirements of the Prudential Code and the Council's Constitution.

Equality

9.7 The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

9.8 These three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

9.9 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.10 The Capital Strategy has been developed in line with the Council's equality duties and its wider commitment to fairness and sustainability. By prioritising investment that is affordable, sustainable and evidence-led, the Strategy seeks to protect and improve outcomes for residents who are more likely to be adversely affected by financial instability, poor housing conditions, unsafe environments and barriers to access—many of whom share protected characteristics. The Strategy embeds equality considerations into capital investment planning through targeted prioritisation and the requirement for Equality Impact Assessments at appropriate gateway stages for all capital schemes and projects.

9.11 By directing investment towards areas of demonstrable need, the Strategy supports improved outcomes for residents with protected characteristics, including disabled people, older residents, families with children and communities experiencing socio-economic disadvantage. Priority investment in building safety, safe and affordable housing, accessible public buildings and spaces, and active travel and wellbeing infrastructure helps reduce structural inequalities in access, safety, health and opportunity. Through this approach, the Strategy ensures that capital investment delivers inclusive, long-term benefits and makes a positive contribution to reducing inequality across the borough while supporting the Council's duty to advance equality of opportunity.

10 Use of Appendices

Appendix A: Capital Strategy 2026–2036 (full document)

11 Background papers

a. CIPFA Capital Strategy Guidance 2021
b. 2026-27 Budget and 2026-2031 Medium Term Financial Strategy Report
c. Housing Revenue Account Business Plan 2026/27 - 2030/31

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CAPITAL STRATEGY

2026 - 2036

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1. Executive Summary

Haringey Council's Capital Strategy sets out a clear framework for delivering long-term, sustainable investment that supports the clear ambition set out in Haringey 2035 - to be a fairer, greener borough where everyone can belong and thrive. We are investing in the future of our communities—guided by robust evidence, shaped by local voices, and grounded in financial responsibility.

Our approach is rooted in the Haringey Deal. We engage directly with residents, grassroots organisations, and partners to ensure our investments reflect lived experience and local priorities. This collaborative approach shapes not only what we build, but how we build it—with inclusivity, accessibility, and wellbeing at the core.

In recent years however, the macroeconomic context has shifted dramatically in UK local government. Inflation and economic uncertainty have significantly impacted the Council's financial position, making borrowing more expensive and increasing the cost of delivering essential services. Rising prices across construction, energy, and care services, combined with growing demand for adult social care, children's services, and temporary accommodation, have placed unprecedented pressure on our budget.

Meanwhile, limited Government funding means that the Council has had to secure Exceptional Financial Support (EFS) in order to present a balanced budget. EFS is a short-term measure; while it alleviates in-year pressure it creates long-term financial pressure by increasing borrowing and future debt servicing costs, adding long-term pressure to the MTFS. Every £1m capitalised in this way typically adds around £62,000 per year in costs over 20 years, reducing flexibility for future investment and increasing the structural gap in revenue budgets. It also reduces the resources available for investment against Borough Vision priorities.

In response to this, our capital strategy is changing. We are taking a more focused, flexible, and financially sustainable approach, prioritising investments that deliver long-term value and reduce revenue pressures. This includes reviewing the capital programme to reduce borrowing costs, pausing lower-priority schemes, and identifying opportunities to divest from underperforming or financially unsustainable assets. When it comes to investment towards the aims of Haringey 2035 we will need to 'do more for less', prioritising what matters most to residents and protecting those in greatest need, while managing risk and delivering value for money.

We must build flexibility into our budget planning —ensuring our plans can adapt as costs rise or priorities shift. We'll focus on projects that are financially sound, where risks are clearly understood and managed, and maximise external funding to deliver lasting public value.

This strategy integrates the Housing Revenue Account (HRA) and General Fund (GF) into a single portfolio view for governance and reporting, while maintaining

statutory ring-fencing for the HRA. It sets the framework for prudence, affordability and sustainability and adopts a whole-organisation approach to business cases, assurance and benefits realisation.

This Capital Strategy therefore translates our ambition into a disciplined, long-term programme of investment in housing, places, community infrastructure, connectivity and the public estate. It brings together these ambitions with our Medium-Term Financial Strategy (MTFS) to determine where we invest, what we can afford, how we finance it, and how we assure delivery.

It is our ambition that by 2035, the Capital Strategy will have delivered a programme that is affordable, prudent, and sustainable. Success means all borrowing decisions are considered essential, and within approved Treasury Management limits, with annual reviews confirming affordability, resilience, and strategic alignment. Reliance on Exceptional Financial Support will be minimised, replaced by a balanced capital programme that maximises external funding and capital receipts, reduces year on year borrowing increases and underpinned by robust governance. However, despite the financial challenges, the Council will deliver measurable outcomes to our communities, including thousands of new affordable homes, major infrastructure upgrades, and demonstrable progress toward net zero carbon targets—ensuring long-term social value and financial sustainability for the borough.

2. Capital strategy and long-term ambition

The Capital Strategy sets the direction for the 10-year capital investment plan, while having a 20-30 year outlook for the assets it creates, such as housing, highways, schools and other social and physical infrastructure.

Through this strategy, the Council will adopt an evidence-led approach to ensure we invest responsibly whilst protecting essential frontline services and supporting the most vulnerable to address some of the disparities in health, income and housing. Our decisions will drive sustainable investment and inclusive growth, and we will use our leverage to encourage our partners in the community and beyond to do the same.

To manage its strategic investments, the Council will adopt a structured approach:

i. Implement a Strategic Capital Investment Framework

ii. Align Capital Investment with the 2035 Vision

iii. Strengthen Governance and Delivery

iv. Review and refresh the Capital Strategy annually

(i) Implement a Strategic Capital Investment Framework

The Capital Strategy provides a framework for the Council's capital investments by aligning evidence-led decision-making with financial and socio-economic sustainability, structured risk management, and strong governance, in line with the principles of the Prudential Code.

It sets out the Council's commitment to ensure our investment decisions:

- are strategically aligned and based on demonstrable need
- embed financially viability and effective risk management
- are socially sustainable, using local and regional levers to advance shared priorities

The Council adopted its Capital Delivery Framework in July 2025. Under this framework, any new investment, and any existing capital schemes moving to a new phase of delivery, are required to submit business cases, prepared to a standardised template and based on the HM Treasury's Five-Case Model. This ensures there is a clear, evidence-based rationale for the capital programme and that it responds to identified local and strategic priorities. Business cases are further underpinned by robust due diligence and a standardised business case methodology, incorporating comprehensive financial appraisals and structured risk assessments. Supported by consistent documentation, this approach ensures that options are well-appraised, affordability is tested, and risks are proactively managed to enable well-informed and sustainable investment decisions. Sustainability is a core requirement of the

framework, with financial, environmental and equality assessments embedded in investment decisions and delivery planning.

Reflecting the principles of the Haringey Deal, the Framework relies on collaboration to maximise social benefits. It promotes meaningful engagement with key stakeholders such as local community groups and residents; external funders and delivery partners, to actively shape investment decisions and outcomes.

To maintain affordability and resilience, the Council will adopt a structured and proactive approach to capital investment, including comprehensive financial appraisals which incorporate lifecycle costing, contingency planning, and long-term revenue implications; and prudent borrowing practices, ensuring debt levels are aligned with the Medium-Term Financial Strategy and repayment plans are sustainable. Wherever possible, the Council will also seek to maximise external grant funding to replace borrowing, thereby improving the overall affordability of the capital programme.

(ii) Align Capital Investment with the 2035 Vision

Our Haringey Vision 2035 has been co developed with residents, communities, partners, council staff, and visitors. It sets out a bold ambition for the borough, envisioning a future where:

All residents have the opportunity to thrive and live the best possible version of their lives.

The quality of life across the borough matches that of our cleanest, greenest, and safest neighbourhoods.

In a time of uncertainty and change, Haringey is a place where people can put down roots and truly feel they belong.

To deliver this vision, the Council has identified six calls to action that reflect the priorities and foundations of a future Haringey. It is essential that our Capital Strategy and associated Capital Programme aligns with these priorities, as expressed through consultation, ensuring that investment decisions are responsive, inclusive, and future focused.

Our Capital Programme focuses on:

- Investing in places that help people thrive. Guided by strong local evidence, our Capital Strategy supports the delivery of affordable, zero carbon homes, sustainable economic growth, and infrastructure that promotes health, wellbeing, and opportunity for all.
- Creating spaces that bring people together. From high quality public spaces and community facilities to sustainable transport and green infrastructure, our investments are designed to build resilience and unlock potential across every neighbourhood.

- Protecting and enhancing natural assets. We are safeguarding Haringey's green spaces to support biodiversity, tackle climate change, and create a healthier, more sustainable borough.
- Supporting evolving town centres. We are investing in flexible, future ready spaces that reflect new ways of living and working—supporting local businesses, improving access to green space, and creating vibrant, inclusive destinations.
- Improving connectivity. We are enhancing active travel routes and digital infrastructure to reduce inequality and ensure everyone can access opportunities—wherever they live.
- Embedding innovation. We are investing in digital solutions that improve services, empower residents, and support smarter, data driven decision making.

In line with this Strategy, these priorities will be delivered through a capital programme that is affordable, prudent, and sustainable and the full draft programme for 2026/27 to 2030/31 in included at Appendix 7 of the main budget report elsewhere on the agenda.

The Council's drivers for investment against these calls to action are set out in greater detail in Section 4 below.

(iii) Strengthen Governance and Delivery

Our Strategic Capital Investment Framework is underpinned by the principles of the Corporate Delivery Governance Framework. Through enhanced governance, the Framework ensures that the capital programme is both strategically aligned and financially sustainable. It will provide oversight of the entire capital programme through standardised monitoring, reporting, and escalation processes; integrating the Capital Programme with key strategic objectives as set out in the Capital Strategy, Medium-Term Financial Strategy (MTFS), Corporate Delivery Plan, and 2035 Borough Vision.

The Governance Framework establishes a three-tier structure of capital boards to provide strategic oversight and facilitate cross-departmental collaboration. These forums enable integrated planning, early engagement, and strategic steer across services—maximising opportunities ahead of delivery and ensuring that capital investments are aligned, viable, and responsive to changing priorities. This structure supports flexible resourcing, transparent decision-making, and consistent application of governance standards across the capital programme.

The HRA Capital Programme constitutes the largest share of the Council's annual capital investment, driven by statutory compliance, building safety, planned maintenance, retrofit ambitions, and the delivery of new homes. Under this strategy, HRA capital delivery will be governed and reported alongside the General Fund

programme to provide a single portfolio view of commitments, risks and overall capacity. Integration will ensure valuable delivery skills are deployed where they add the most value, that market and inflation risks are managed at portfolio level and visible within Framework governance, and that phasing decisions reflect the Council's overall affordability and risk appetite. Notwithstanding, HRA ring-fencing and statutory requirements will continue to be observed.

Robust programme management and accountability are central to the successful delivery of the capital programme. Supported by the Finance and Resources PMO, the framework provides consistent governance, assurance, and portfolio-level oversight across all projects. The PMO delivers strategic support through gateway reviews, standardised reporting, and risk escalation mechanisms, ensuring that investment decisions are evidence-based, transparently reported to Members and Senior Officers, and fully aligned with the Capital Strategy, and Haringey's strategic priorities.

(iv) Annual review of the Capital Strategy

The Capital Strategy will be reviewed annually to ensure it remains responsive to changing strategic priorities, economic conditions, and funding opportunities.

Each review will confirm that the strategy continues to align with political priorities and reflect the interests of our communities. This includes incorporating corporate plan objectives, and emerging policy directions to ensure investment decisions are consistent with the Council's democratic mandate and supports effective policy delivery.

The process will also test the Council's borrowing position to ensure it remains financially sustainable. In particular, large-scale investments—such as those in Placemaking and Housing—will be assessed for proportionality and affordability against the Treasury Management Strategy, the Council's borrowing limits.

The annual review will incorporate updated financial forecasts, lessons learned from programme delivery, and feedback from governance forums. This approach ensures that the Capital Strategy continues to support sustainable, affordable, and well governed investment decisions.

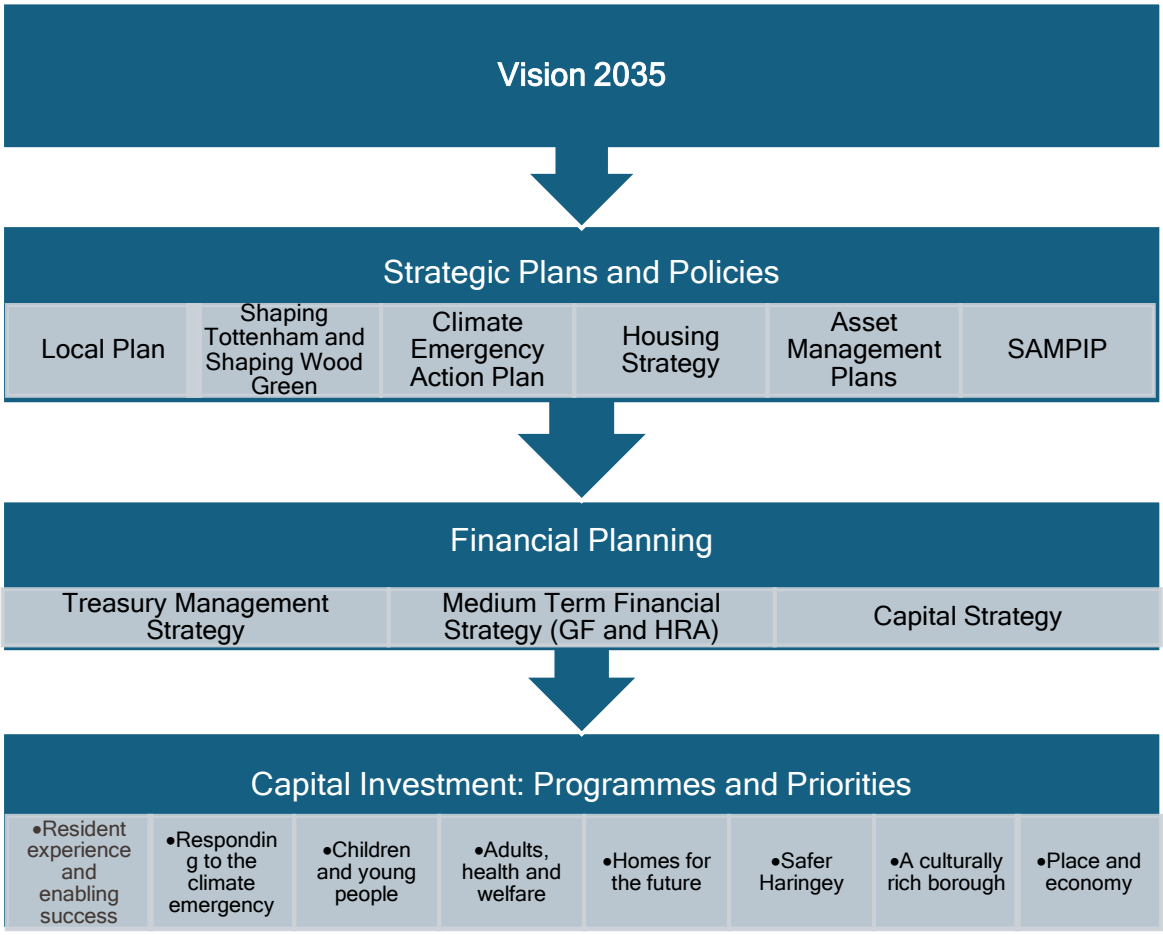
The annual review will be reported to Cabinet and approved by Full Council, ensuring transparency, robust governance, and compliance with statutory requirements, including the Prudential Code.

3. Strategic Planning Framework

The Capital Strategy is embedded within an integrated Strategic Planning Framework that connects the Council's strategic plans and policies—including statutory obligations, the Borough Vision, and Corporate Delivery Plan—with robust financial planning and operational business planning. This alignment ensures that

capital investment decisions are legally compliant, outcome-driven and financially sustainable. By linking long-term ambitions to clear delivery plans and prudential financial boundaries, the framework provides an implementable programme that balances ambition with affordability, resilience, and sound governance.

Strategic Planning Framework



(i) The Vision, Strategic Plans and Policies

The Council's Vision and strategic policies provide the foundation for all capital investment decisions, ensuring they deliver long-term ambitions while meeting statutory duties.

The Haringey 2035 Vision sets three overarching ambitions and six Calls to Action, which shape the borough's desired outcomes and guide the prioritisation of capital investments. All capital projects must evidence a measurable contribution to these ambitions, promoting inclusive growth, sustainability, and improved quality of life.

The Council's strategic plans operationalise the Vision, embedding legal responsibilities and statutory obligations into every stage of capital planning. Compliance with legislation and statutory guidance ensures that every investment

decision supports sustainable, inclusive development and meets regulatory standards.

Statutory frameworks such as the Local Plan, Homelessness Strategy, and Health and Wellbeing Strategy are embedded to ensure compliance with national legislation. Other key policies and plans include:

- **Strategic Asset Management and Property Improvement Plan (SAMPIP) 2023–28** – Provides the corporate framework for property investment, maintenance, and asset rationalisation, ensuring lifecycle management and optimised utilisation to support service delivery and financial efficiency.
- **Housing and Building Safety Framework –** Incorporates the Housing Strategy 2024–2029, Council Housing Energy Action Plan, and Building Safety Strategy to deliver housing quality, safety, and decarbonisation, ensuring compliance with building safety legislation and climate commitments.
- **Climate Change Action Plan –** Establishes the route map to achieve a net zero carbon borough by 2041 and net zero Council operations for core buildings and fleet. Capital projects must demonstrate measurable carbon reduction and resilience outcomes.
- **Digital Transformation Agenda** – Drives service modernisation and connectivity across the borough, enabling data-driven decision-making, efficient service delivery, and inclusive access for residents.

Collectively, these plans and policies ensure that every capital investment delivers statutory compliance, aligns with corporate priorities, and achieves long-term benefits for the borough.

(ii) Financial Planning

The Council's financial planning provides the foundation for financially sustainable capital investment and is fully aligned with CIPFA's Prudential Code and Treasury Management Code. It ensures that all capital decisions are affordable, prudent, and proportionate to the Council's long-term financial capacity.

Financial Policies

The Treasury Management Strategy, Reserves Policy, and Minimum Revenue Provision (MRP) Policy establish prudential boundaries and reporting expectations, ensuring compliance with statutory guidance and CIPFA codes. These policies collectively define the Council's borrowing limits, risk appetite, and reporting standards, ensuring transparency and statutory compliance.

Medium-Term Financial Strategy (MTFS)

The MTFS sets the financial parameters for the Council over a rolling five-year period, delivering comprehensive financial forecasts and affordability assessments to

ensure compliance with prudential indicators. It ensures financial sustainability in the General Fund and Housing Revenue Account by assessing the affordability of capital expenditure, managing long-term revenue implications, and embedding risk management into financial planning. This framework supports informed decision-making and balances ambition with resilience by applying CIPFA principles of prudence, sustainability, and proportionality to all capital decisions.

Capital Strategy

The Capital Strategy defines the Council's vision and principles for capital investment, ensuring alignment with corporate priorities and statutory obligations. It sets out how capital resources will be allocated, how investment opportunities will be evaluated, and how sustainability and risk will be embedded in delivery. The strategy is reviewed annually to remain responsive to economic conditions and funding landscapes.

Together, these components form an integrated financial planning framework that underpins the wider strategic planning framework, enabling the Council to deliver impactful, sustainable investment for the benefit of its communities.

(i) Capital Investment Programme and Priorities

The Capital Programme operationalises strategic priorities and financial parameters into deliverable projects, embedding capital requirements within service planning, asset management, and improvement agendas. This creates a clear line of sight from corporate objectives to operational delivery through a multi-year schedule of approved projects.

Each project undergoes structured gateway reviews and rigorous financial appraisal to confirm deliverability, affordability, and alignment with strategic priorities. The programme is managed in accordance with the CIPFA Prudential Code, ensuring affordability, prudence, and sustainability. Ongoing monitoring tracks compliance with prudential indicators, governance standards, and risk management protocols. The programme remains flexible, allowing for reprioritisation in response to emerging needs or external funding changes.

Together, strategic anchors, financial planning, and business planning form a cohesive Strategic Planning Framework that links statutory compliance and corporate vision to financial governance and operational delivery. This integrated approach guarantees that capital investment decisions are legally compliant, strategically aligned, and financially sustainable within prudential limits. By embedding transparency, risk management, and measurable social value, the framework enables the Council to deliver capital programmes that achieve long-term outcomes for the borough and address demonstrable need.

4. Evidence of need

Haringey is a borough of contrasts—rich in diversity, culture, and opportunity, yet facing persistent socio-economic challenges. As the borough continues to grow and change, the demand for targeted, strategic capital investment is increasing.

The Council's Vision 2035 sets out the overarching ambition for all Council activity, including the Capital Strategy. To ensure capital investment delivers the best outcomes for communities, it must be underpinned by a robust understanding of local needs, demographic trends, and place-based challenges.

There is a clear and demonstrable need for capital investment across key service and infrastructure areas. The evidence base highlights the requirement for a focused and sustainable capital programme that supports the delivery of the Council's six Calls to Action, which form the foundation of Vision 2035:

1. **Safe and Affordable Housing** – ensuring access to high-quality, secure, and sustainable homes
2. **Thriving Places –** investing in vibrant, inclusive, and economically resilient neighbourhoods
3. **Supporting Children and Young People** – creating environments that enable young people to thrive
4. **Feeling Safe and Being Safe** – enhancing community safety and public confidence
5. **A Healthy, Caring Haringey** – promoting health, wellbeing, and integrated care
6. **A Fair and Equal Borough** – tackling inequality and supporting inclusive growth

By aligning capital investment with these strategic priorities, the Council can ensure that resources are directed where they are most needed, deliver long-term value for money, and support Haringey's ambition to be a borough where all residents can thrive.

1. Addressing critical housing needs though Safe and Affordable Housing

Housing remains one of the most pressing challenges in Haringey, mirroring wider pressures across London. The borough has seen a 47% increase in median house prices since 2014, reaching £565,000, and pushing the affordability ratio to 14.32—well above the London average. At the same time, the number of households has grown by 8.1%, outpacing population growth, while 21% of private rented homes are classified as non-decent. Rising demand for temporary accommodation continues to place significant financial and social strain on the Council and residents alike.

These trends highlight the urgent need for capital investment to expand the supply of affordable housing, improve housing quality, and ensure that development meets the needs of all tenure groups. A proactive, strategic approach is essential to deliver safe, sustainable, and inclusive homes that support long-term wellbeing and economic stability. The Council's Housing Strategy commits to the following investment priorities:

- Building and retrofitting council homes to high environmental and safety standards
- Delivering 1,592 new homes annually in line with the Council's Housing Strategy
- Strengthening regulation and enforcement in the private rented sector
- Continuing investment in homelessness prevention and supported housing
- Eliminating damp and mould and ensuring all council homes meet the Decent Homes Standard

2. Unlocking local potential through place-based interventions to create Thriving Places

Haringey's geography presents both challenges and opportunities. While the borough is predominantly residential, commercial activity is concentrated in key corridors such as Wood Green and Tottenham High Roads. These areas are critical to unlocking local economic potential and addressing spatial inequalities.
Despite its strengths, Haringey ranks 205th out of 324 local authorities in the Vibrant Economy Index, highlighting the need for targeted investment in prosperity, inclusion, and wellbeing. However, the borough also benefits from significant assets, including:

- 25 Green Flag Parks, providing a strong foundation for green infrastructure
- Established cultural clusters in Wood Green and Tottenham
- The 2027 Borough of Culture designation, offering a platform for long-term cultural investment
- Tottenham's role as a major leisure destination and host of UEFA Euro 2028, presenting a unique opportunity for legacy placemaking

To capitalise on these opportunities, the Council is progressing two major spatial strategies—Shaping Tottenham and Shaping Wood Green, alongside the Inclusive Economy Framework to drive growth in the borough. These provide a framework for place-based capital investment that delivers:

- Revitalised high streets and town centres, shaped by community-led design
- Enhanced public spaces, parks, and cultural venues that foster social cohesion and civic pride
- Support for local businesses and social enterprises, driving inclusive economic growth

Capital investment in these areas will stimulate local economies, improve quality of life, and create resilient, vibrant places that reflect the borough's diversity and ambition.

3. Supporting Children and Young People by Responding to Demographic Change and Youth Opportunity

Haringey's demographic profile presents both opportunities and challenges for capital investment. According to the 2021 Census, Haringey has a notably young population, with a significant proportion of residents aged under 35, while the number of residents aged 65 and over is growing faster than the London average. This dual demographic shift highlights the need for intergenerational infrastructure that supports residents at every stage of life.

Strategic capital investment is essential to enable young people to thrive through access to high-quality education, safe spaces, and creative opportunities. To meet these needs, the Council will prioritise investment in:

- Upgraded schools and early years settings to improve learning environments and educational outcomes
- Sports facilities, and creative spaces that foster skills, confidence, and community engagement
- Strengthening community partnerships to support early intervention and youth engagement

In the long-term, these investments will contribute to a healthier, more resilient borough.

4. Physical Improvements to promote Feeling Safe and Being Safe

Haringey's urban density and socio-economic disparities contribute to complex community safety challenges. Perceptions of safety, particularly in public spaces, directly impact residents' wellbeing, mobility, and social cohesion. Addressing these concerns is essential to ensuring that all residents feel secure and included in their neighbourhoods.

Strategic capital investment is therefore required to create safer environments and reduce crime through preventative, place-based design. This includes:

- Installing improved street lighting, CCTV, and safe travel routes to deter anti-social behaviour and enhance visibility
- Redesigning public spaces to promote safety, accessibility, and inclusion for all residents and reduce fear of crime
- Funding community safety partnerships to address root causes of crime

5. Supporting Health and Wellbeing Across Life Stages for A Healthy, Caring Haringey

With a projected mid-year population of 264,300 in 2025, Haringey is experiencing steady growth alongside a rapidly ageing population. However, this growth is accompanied by significant health inequalities, with life expectancy and healthy life expectancy closely aligned to levels of deprivation across the borough.
These disparities highlight the urgent need for capital investment in infrastructure that supports physical and mental health, promotes active lifestyles, and reduces long-term vulnerability—particularly for those with complex needs.

Strategic capital investment will focus on:

- Expanding active travel infrastructure to encourage walking and cycling as part of daily life
- Enhancing green spaces to support physical activity, social connection, and environmental resilience

These investments will reduce pressure on emergency and long-term care services, improve health outcomes, and contribute to a more equitable and caring borough.

6. Investing to create a Fair and Equal Borough

Haringey experiences persistent and significant levels of deprivation, particularly concentrated in the east of the borough. Several of these areas rank among the most deprived wards in the country, reflecting long-standing disparities in income, employment, and health outcomes. Many residents earn below the London Living Wage, and there are significant gaps in healthy life expectancy between the most and least deprived areas. These inequalities are structural and long-standing, requiring targeted capital investment to create a fairer, more inclusive borough.

Strategic capital investment must be directed toward inclusive economic development that addresses systemic barriers and unlocks opportunity for all communities. This includes improving access to digital infrastructure, transport, skills, and community-led initiatives that build local resilience and social value.

Capital investment must:

- Embed equality and environmental impact assessments in all capital programmes to ensure inclusive and sustainable outcomes
- Fund digital inclusion, accessible transport, and inclusive design to reduce barriers to participation in education, employment, and civic life
- Invest in enterprise infrastructure to support economic mobility and reduce in-work poverty

These investments will ensure that capital expenditure delivers long-term social and economic value for all residents.

5. Internal influences

The Council's Capital Strategy is shaped by a range of internal factors that ensure investment decisions are aligned with organisational priorities, financial sustainability, and statutory obligations. These influences directly inform the Capital Programme, which translates strategic intent into deliverable projects that achieve measurable outcomes for residents and communities.

Key internal influences include:

The Treasury Management Strategy Statement

The Treasury Management Strategy (TMSS) sets out how the Council will manage its cash flows, borrowing, and investments to finance capital expenditure. It provides the financial framework that ensures the Capital Programme is affordable, prudent, and sustainable over the medium term, in line with the CIPFA Treasury Management Code and the Prudential Code.

By aligning borrowing decisions with the Council's risk appetite, investment priorities, and cash management strategy, the TMSS supports effective financial planning and safeguards long-term financial resilience. This alignment ensures that capital projects can be delivered without compromising the Council's financial stability or statutory obligations.

Crucially, the TMSS enables the Capital Programme to translate strategic ambitions into tangible outputs—such as improved housing quality, modernised public assets, and enhanced digital infrastructure - by establishing an affordable borrowing policy within prudential limits. These outputs directly contribute to community outcomes, including inclusive growth, climate resilience, and improved quality of life for residents.

The Corporate Delivery Plan 2024-26

The Council's Vision and long-term goals strongly influence the Capital Strategy, The Corporate Delivery Plan sets out a medium-term framework to achieve the objectives of the Vision, ensuring that capital investment is aligned with resident needs and borough-wide transformation goals. The Corporate Delivery Plan (2024–26) translates the Council's Vision into actionable deliverables across eight thematic priorities:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare

- Homes for the future
- Safer Haringey
- A culturally rich borough
- Place and economy

These themes guide service planning, resource allocation, and investment decisions, providing a strategic foundation for identifying capital projects that deliver measurable outcomes, support inclusive growth, and reflect community aspirations. Through these themes, the Corporate Delivery Plan (CDP) establishes the outcomes and priorities against which all capital projects are assessed.

The current Corporate Delivery Plan will end in April 2026 with a new plan in place in Autumn 2026 but at the time of publishing this Capital Strategy, the current priorities remain.

Internal Capacity and Expertise

The effectiveness of the Capital Strategy depends on the Council's ability to deploy skilled resources and technical expertise. Limited capacity or specialist knowledge—such as project management, commercial negotiation, or financial analysis—can lead to delays, cost overruns, and weakened risk management. Over-reliance on external consultants increases costs and erodes institutional knowledge, compromising long-term resilience. Building and retaining internal capability in areas such as legal, procurement, and technical evaluation is therefore a strategic priority to ensure projects deliver value, mitigate risk, and support financial sustainability.

There are a number of Internal policies set the framework for how the Capital Strategy is implemented.

Strategic Asset Management and Property Improvement Plan (2023–28)

Haringey's Strategic Asset Management and Property Improvement Plan (SAMPIP) is a core companion to the Capital Strategy, providing the framework for managing and investing in council-owned assets. It identifies the need to invest in civic buildings, commercial properties, and operational assets to ensure they are safe, efficient, and aligned with the Council's strategic direction and service requirements. SAMPIP establishes a structured approach for managing the property portfolio in line with financial sustainability and service delivery objectives. In alignment with the Capital Strategy, decisions on asset investment, retention, and disposal are evidence-based and subject to governance under the Corporate Landlord model and Commercial Property governance.

Through engagement with external partners such as One Public Estate, SAMPIP ensures that capital decisions reflect broader strategic priorities and community needs. The Asset Challenge process and Commercial Property Review support a data-led approach to identify opportunities for investment, divestment, and repurposing, ensuring the estate remains responsive, efficient, and future-proofed.

Alongside SAMPIP, the Council has undertaken an Asset Review to provide a strategic, evidence-led understanding of the estate—covering condition, suitability, utilisation, energy performance, and financial contribution. The Asset Review is distinct from SAMPIP: it is a decision-support exercise focused on portfolio options and prioritisation, while SAMPIP provides the standing policy, governance, and improvement framework for the Corporate Landlord function. Insights from the Asset Review will inform disposals and acquisitions, co-location and service hub opportunities, estate consolidation, meanwhile uses, and investment prioritisation.

Combined, SAMPIP and the Asset Review will support a pipeline of receipts to fund the Capital Programme and reduce revenue running costs, while safeguarding statutory services and community outcomes. Decisions arising from the Asset Review will follow the gateway business case process and be subject to consultation, equalities assessment, and the Council's disposals policy. Where assets are proposed for release, options for community value—such as Assets of Community Value listings or meanwhile use—will be considered alongside financial, legal, and service impacts.

Housing Strategy for Haringey 2024- 29

The Housing Strategy for Haringey 2024–2029 represents one of the most significant areas of capital investment to achieve borough-wide priorities. With a commitment to delivering 3,000 new homes by 2031, alongside major investment in new builds, retrofitting, and housing quality and safety improvements, the strategy provides a foundation for the Council's long-term financial planning and asset management objectives.

HRA capital investment is embedded within the Council's overarching Capital Strategy, ensuring compliance with the CIPFA Prudential Code and alignment with corporate priorities. Funding decisions are integrated with the Medium-Term Financial Strategy (MTFS) and Treasury Management Strategy Statement (TMSS) to maintain affordability, prudence, and sustainability. Each project is subject to financial appraisal and the Council's capital governance processes to confirm deliverability and financial resilience.

By prioritising housing delivery, safety, and sustainability, HRA investment ensures that capital resources generate both financial resilience and measurable social value.

Procurement and Commissioning

The Procurement Strategy embeds principles that shape how capital projects are commissioned, delivered, and evaluated, ensuring that investments deliver value for money, social value, and local economic benefits. Key procurement principles—such as commercialism, contract performance management, and sustainability—are integrated into capital delivery processes to ensure projects are financially viable and contribute to broader strategic outcomes, including environmental goals and inclusive growth.

Procurement practices are aligned with the CIPFA Prudential Code and the Council's governance framework, supporting transparency, risk management, and long-term

affordability. By embedding these principles into the lifecycle of capital projects, the Council ensures that procurement not only supports operational delivery but also maximises public benefit and strategic impact.

Local Plan

The Local Plan sets the spatial and development framework for Haringey, guiding how and where growth in housing, infrastructure, and employment should occur. It directly informs capital investment by identifying placemaking priority areas and shaping decisions on assets and infrastructure. This ensures that the Capital Strategy supports sustainable development, housing delivery, and climate resilience.

Key growth areas such as Shaping Tottenham and Shaping Wood Green are central to the Local Plan, driving investment in mixed-use development, public realm improvements, and community facilities. These programmes influence the Capital Programme by prioritising development opportunities which deliver inclusive growth and economic vitality.

The Local Plan also identifies strategic infrastructure needs, including transport connectivity and green spaces. Investment in transport corridors, active travel routes, and public transport enhancements supports accessibility and sustainable mobility. Similarly, improvements to parks and open spaces contribute to health, wellbeing, and environmental resilience, aligning with the Council's climate commitments and quality-of-life objectives.

By embedding these priorities into the Capital Programme, the Local Plan ensures that capital investment decisions are spatially targeted, legally compliant, and focused on creating vibrant, connected, and sustainable communities.

Climate Change Action Plan 2021

The Council has set an ambitious target to become a net zero borough by 2041. which requires a fundamental shift in how capital investment is planned, prioritised, and delivered. Through extreme weather, energy insecurity, and environmental degradation, the climate emergency poses a growing threat to residents, infrastructure, and long-term financial sustainability.

In response to this, the Council must embed climate action across all capital programmes. This includes capital investment in both mitigation (reducing emissions) and adaptation (building resilience) measures, including:

- Decarbonisation of council homes and operational buildings through energy retrofits and low-carbon heating systems
- Improved energy efficiency across the public estate to reduce emissions and operating costs
- Expanding sustainable transport infrastructure, including active travel routes and improved East–West connectivity

- Deliver nature-based solutions such as tree planting, green roofs, and flood mitigation
- Embed climate resilience in all capital planning and delivery, ensuring new developments are future-proofed

The climate emergency presents escalating environmental and financial risks, with the most severe impacts falling on Haringey's most vulnerable communities. These risks—ranging from extreme weather events to energy insecurity—drive up costs and deepen existing inequalities. In response, the Council's capital investment must prioritise climate action that supports environmental sustainability, social equity, and economic resilience. By embedding mitigation and adaptation measures across all capital programmes, Haringey will be better equipped to meet the challenges of a changing climate and deliver a healthier, more sustainable future for all residents.

This plan underpins capital investment by embedding climate resilience and sustainability into long-term investment decisions with the aim to meet net-zero goals by 2041. By prioritising projects that reduce emissions, improve energy efficiency, and future-proof assets, the Council ensures that capital investment not only delivers financial and operational benefits but also addresses climate-related risks, supporting both statutory obligations and strategic objectives for a greener, more resilient borough. The plan will underpin investment decisions relating to retrofitting of homes and buildings, sustainable transport infrastructure (e.g. cycling, EV charging) and renewable energy and carbon reduction projects.

Haringey Digital Infrastructure Delivery Plan

The Haringey Digital Infrastructure Delivery Plan is a key piece of technical evidence to inform infrastructure need in the borough over the next 15 years. It is a data-led digitally informed document which assesses the current level and quality of infrastructure serving the borough, identifies any existing or planned investment in infrastructure, and determines where new or improved infrastructure is needed to address an existing shortfall or to provide for the growth proposed within the emerging new Local Plan.

The IDP is delivery-focused and identifies smart and integrated strategies for delivering new and enhanced infrastructure in the borough. It will provide an evidence base to assist in identifying and negotiating appropriate Section 106 contributions from developers and for the prioritisation of the use of other monies received as developer contributions e.g. Community Infrastructure Levy (CIL). The IDP may also be used as an evidence base document when applying for funding for infrastructure projects from other sources.

Health and Wellbeing Strategy 2024-29

The Health and Wellbeing Strategy sets a clear standard for capital investment by creating environments that enable healthier living. Embedded through health impact

assessments, it prioritises improvements to the built environment, including green spaces, healthy streets, and active travel infrastructure; investment in health facilities and community hubs that provide accessible services; and addressing housing quality and environmental factors that directly influence physical and mental health.

These investments support long-term sustainability by reducing health inequalities, enhancing community resilience, and ensuring that capital projects deliver social value alongside financial returns. By embedding health considerations into capital planning, the Council strengthens its commitment to inclusive growth and improved quality of life for all residents.

This approach is further supported by the Early Help Strategy and the Safeguarding Adults Strategic Plan. While these strategies do not require a dedicated capital programme, they significantly influence investment by identifying the need for safe, accessible, and inclusive environments for children, families, and vulnerable adults. They shape the Council's approach to broader health and welfare objectives, informing investment in care facilities, supported housing, and social infrastructure.

Together, these strategies ensure that capital planning aligns with the Council's vision for a healthier, safer, and more inclusive borough, safeguarding assets and ensuring that investments deliver community wellbeing outcomes alongside statutory compliance and financial sustainability.

By embedding these internal influences into the Capital Strategy and Programme, the Council ensures that capital investment decisions are legally compliant, financially sustainable, and directly linked to service outputs and community outcomes. This approach delivers measurable improvements in housing, infrastructure, climate resilience, and digital inclusion.

Other Council strategies, while not supported by dedicated capital programmes, play a critical role in shaping investment priorities by identifying future service needs and infrastructure requirements. These strategies respond to technological, demographic, and societal trends that influence the Council's long-term direction. By informing capital planning, they ensure decisions remain forward-looking, financially robust, and aligned with the Council's overarching objectives.

6. External Influences and Strategic Partnerships

To deliver a capital programme that is both impactful and sustainable, the Council must remain responsive to external influences and actively engage with strategic partners. These influences will directly shape investment and divestment decisions and priorities.

(i) External Influences

Haringey Council's capital programme is shaped not only by local priorities but also by a range of external influences that affect the feasibility, timing, and scope of

investment decisions. These factors must be actively monitored and integrated into strategic planning to ensure the programme remains responsive, sustainable, and aligned with broader policy and economic contexts.

Macroeconomic Conditions

Persistent macroeconomic volatility—including rising inflation, elevated interest rates, and slower GDP growth—has materially increased the cost of borrowing and constrained affordability for new capital projects. Higher debt servicing costs and reduced investment confidence are dampening demand, while uncertainty around asset valuations and future revenue streams necessitates more rigorous financial appraisal and scenario planning.

In accordance with the CIPFA Prudential Code, the Council must maintain a prudent, affordable, and sustainable approach by adopting a flexible capital strategy that prioritises projects with strong strategic alignment and resilience to economic shocks. This approach will incorporate continuous monitoring of key indicators such as fiscal policy changes and employment trends, to anticipate and adapt to future macroeconomic developments.

Risk management will remain central to decision-making: these conditions will inform project prioritisation, stress-testing of financial assumptions, and compliance with prudential indicators. At the same time, the Council will proactively identify opportunities—recognising that falling asset prices or policy incentives may create acquisition or partnership prospects. Divestment of underutilised or non-strategic assets will continue as a critical lever to release capital, reduce exposure to market risk, and strengthen liquidity.

National and Regional Policy Alignment

Set by Central Government and the Greater London Authority, national and regional policy and regulation define the strategic and statutory framework within which the Council's capital programme operates. Key policy drivers—such as the UK Government's commitment to achieving Net Zero by 2050 and the Greater London Authority's (GLA) London Environment Strategy—have a direct influence on capital investment priorities, particularly in areas such as decarbonisation, retrofit, and green infrastructure.

In line with the CIPFA Prudential Code, the Council must ensure that its capital strategy remains prudent, affordable, and sustainable while meeting statutory obligations and supporting corporate priorities. This requires aligning investment decisions with national and regional policy objectives, embedding best, and maintaining robust governance to monitor compliance and manage associated risks. As part of the Capital Planning Process, the Council will monitor the financial

implications of policy commitments through scenario planning and stress-testing to safeguard the long-term affordability and resilience of the Council's financial position.

Funding Opportunities and Constraints
Government funding and external grants remain a critical driver of capital investment decisions for the Council. Programmes such as the Department for Levelling Up, Housing and Communities' (DLUHC) Levelling Up Fund and the GLA Affordable Housing Grant provide significant opportunities to deliver transformative placemaking, housing, and infrastructure projects. However, these funding streams typically come with strict conditions, delivery milestones, and outcome targets. To secure and retain these funds, the capital programme must be carefully aligned to contractual obligations and demonstrate clear links to both local priorities and national policy objectives.

Recent changes in the Local Government Finance Settlement (2025–26) and the Spending Review 2025 have introduced new grants and funding mechanisms that significantly influence the Council's investment and divestment strategy. Leveraging external funding can reduce reliance on borrowing, lowering debt servicing costs and improving the Council's overall capital position. However, these grants are often conditional, requiring careful alignment of projects to funding criteria and delivery milestones.

While these developments create opportunities for investment, they also introduce constraints. Funding is often time-limited, ring-fenced, and subject to compliance with detailed reporting and performance frameworks. This can restrict flexibility in capital planning and may require reprioritisation of projects to align with grant conditions. Where appropriate, divestment of underutilised assets may be used to provide match funding or strengthen liquidity for co-funded schemes.

As such, the Council's capital strategy must remain agile; leveraging external funding where it aligns with strategic objectives, while managing the risks of dependency on short-term or conditional grants. Continuous monitoring of government policy and funding announcements will be essential to optimise investment opportunities and maintain financial sustainability.

(ii) Strategic Partnerships

Strategic partnerships are integral to delivering a prudent, affordable, and sustainable capital. As an anchor institution, Haringey Council leverages its position to attract co-investment and share risk with key partners, ensuring projects remain aligned with corporate priorities and deliver long-term value. For example, partnerships with organisations such as Tottenham Hotspur Football Club and Alexandra Palace enhance the Council's ability to achieve place-based outcomes, support community cohesion, and unlock external funding streams.

Our partnerships influence the Capital decision-making process by unlocking potential joint delivery models, reducing reliance on borrowing, and improving

affordability through shared financial commitments. The Council will maintain robust governance arrangements to ensure partnership activity complies with prudential indicators and contributes to strategic objectives.

Subregional partnerships and influences

To maximise impact and deliver integrated outcomes, the Council will strengthen collaboration with key subregional partners, such as:

- *Greater London Authority (GLA) and Transport for London (TfL):* Joint working on area-based regeneration and transport improvements will ensure alignment with London-wide priorities and unlock access to strategic funding streams.
- *NHS and One Public Estate:* Partnership on estate rationalisation and co-location of services will support integrated care models, reduce duplication, and release capital for reinvestment.
- *Neighbouring Boroughs and Subregional Alliances:* Coordinated planning for housing, infrastructure, and economic development will enable economies of scale and improve bidding success for competitive funding.

These partnerships are critical, as they influence both investment and divestment decisions. Partnerships, for example, can support investment decisions by creating opportunities to share risk, leverage external funding, and deliver projects that would be unviable on a standalone basis. Collaborative schemes, on the other hand, often require pooled resources or matched funding which may require the repurposing or disposal of underutilised assets to support its contribution.

The Council will maintain an adaptive approach, ensuring its capital programme reflects regional priorities while safeguarding local objectives. Continuous engagement with subregional partners will be embedded into governance processes to optimise funding opportunities and enhance resilience to policy and market changes.

Private Sector Partnerships

Private Sector Partnerships play an important role in the Council's Capital Strategy. These partnerships can unlock additional funding, technical expertise, and delivery capacity that the Council alone may not be able to achieve. In an environment of fiscal constraint and rising borrowing costs, leveraging private capital may offer a route to accelerate infrastructure delivery and reduce reliance on debt financing.

Partnerships with developers and other registered housing providers, for example may enable large-scale housing delivery, in alignment with the objectives of the Borough Vision and Corporate Delivery Plan. Mixed-use placemaking projects such as those in Tottenham Hale rely on co-investment models, where private partners share development risk and provide upfront capital.

These partnerships enable innovative funding structures that enhance affordability and long-term financial sustainability, unlocking the delivery of priority capital projects. Through collaboration, the Council can also secure income from developer contributions, including the Community Infrastructure Levy (CIL) and Section 106 agreements, ensuring that investment is allocated in line with local priorities and delivers measurable benefits for residents and communities.

The Council will continue to explore blended finance models and strategic alliances that support its objectives for housing, economic growth, and climate resilience. This includes, engaging with institutional investors, structuring partnerships to deliver social value alongside financial returns; and maintaining robust due diligence and scenario planning to manage risks associated with market volatility and partner dependency.

Local Community, Businesses and Voluntary Groups

Engagement and consultation with residents, businesses, and voluntary organisations play a critical role in shaping the Council's capital strategy. Community input influences the prioritisation of assets and helps ensure that investment decisions reflect local needs and aspirations. Feedback from these groups can guide investment in community facilities, inform the design and location of placemaking projects, and support decisions on the repurposing or disposal of underused buildings. In some cases, strong community demand may accelerate investment in specific areas, while opposition or alternative proposals can lead to project redesign or deferment.

This collaborative approach strengthens the legitimacy of capital decisions, aligns projects with social value objectives, and enhances the Council's ability to secure external funding by demonstrating robust stakeholder engagement.

By engaging with its strategic partners, the Council ensures that its Capital Programme is financially sustainable, socially responsive, and strategically aligned with borough-wide priorities and regional growth objectives. A structured, data-informed engagement process underpins this approach, enabling insights from partners to influence capital planning. Combined with a detailed understanding of external influences, these insights help determine whether to invest, divest, or reprioritise, ensuring decisions reflect demonstrable need, maximise social value, and support inclusive economic growth.

Through these principles, the Council guarantees that capital investment decisions are transparent, inclusive, and deliver measurable benefits for residents and businesses—while maintaining financial resilience and compliance with the CIPFA Prudential Code, governance standards, and statutory obligations.

7. Capital Investment Mapping

The Council's Capital Strategy is shaped by a combination of internal priorities and external influences, ensuring that investment decisions deliver long-term value and resilience. Guided by three core principles, the strategy focuses on:

Principle 1: Fulfilling legal, statutory, and health & safety obligations.

Principle 2: Continuing investment in schemes already under construction

Principle 3: Delivering strategic objectives including new affordable housing.

Every approved and pipeline scheme will be mapped to the three investment principles and to the Borough Vision Calls to Action, CDP themes and Local Plan policies. For each scheme we will record the strategic rationale; outputs and outcomes (with metrics and trajectories); funding sources (grant, contributions, receipts, borrowing, HRA); lifetime revenue implications; milestones; dependencies; and key delivery risks. This mapping—maintained as an appendix and refreshed annually—enables transparent prioritisation, supports funding bids and provides a line of sight from strategic intent to delivered benefits.

Principle 1: Fulfilling legal, statutory, and health & safety obligations.

The Council's first priority is to meet all legal and statutory requirements, including health and safety obligations. These investments are non-negotiable and must be funded to ensure compliance with laws and regulations. By prioritising these obligations, the Council mitigates significant legal and financial risks and protects residents. It reduces exposure to enforcement action, reputational damage, and unplanned cost, and embeds strong risk management into our capital planning. It often includes upgrades to buildings, fire safety, accessibility, and environmental standards.

For example, the Building Safety Strategy 2024–2028 commits £414M of capital investment to major works, essential fire-safety measures, statutory compliance, and structural improvements across the housing portfolio. These investments are not discretionary—they are mandated by legal obligations under the Building Safety Act and Fire Safety Regulations, making them a priority within the Council's capital planning framework. Beyond compliance, this strategy ensures that the Council's housing stock is not only safe but also future-proofed, aligning with long-term asset management objectives and risk mitigation principles set out in the Capital Strategy.

By embedding building safety within capital investment priorities, the Council safeguards residents, protects its assets, and reinforces public confidence in its housing provision.

Principle 2: Continued Investment in Schemes Under Construction

The Council's second priority is to ensure the completion of projects already underway. These schemes represent significant financial and operational commitments and halting or delaying them would result in sunk costs, contractual penalties, and reputational damage. Continued investment safeguards resources already allocated and ensures that the intended benefits—whether housing, infrastructure, or community facilities—are delivered as planned.

This principle is critical for maintaining financial sustainability and public confidence in the Council's ability to deliver. Projects under construction often have interdependencies with other schemes, meaning delays can cascade across the programme, increasing costs and disrupting service delivery. By prioritising these schemes, the Council avoids cost escalation, protects contractual relationships, and ensures that strategic objectives embedded in these projects are realised.

For example, the Council's Broadwater Farm programme is a multi-phase housing investment programme that is already in progress. Stopping mid-delivery would not only waste prior investment but also undermine commitments to residents and partners. Continued investment ensures these schemes reach completion, unlocking new homes, improved public spaces, and economic benefits for the borough. This approach reflects prudent financial management and reinforces the Council's reputation for reliability and accountability.

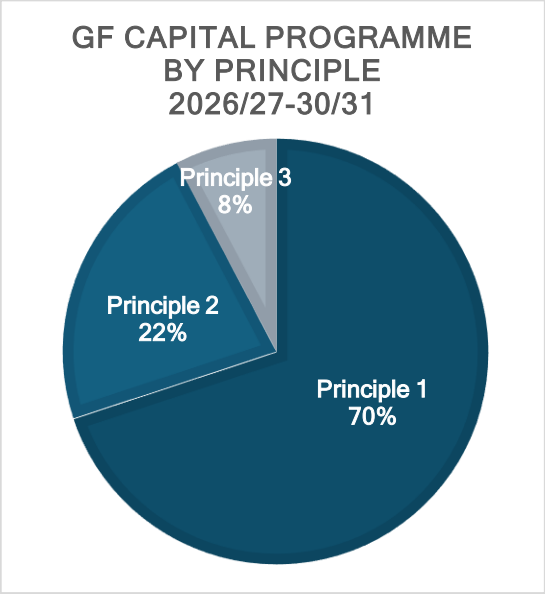
Principle 3: Delivering strategic objectives including new affordable housing

The third principle focuses on advancing the Council's long-term strategic objectives, as set out in the Borough Vision and Local Plan. These objectives are informed by robust evidence and shaped through engagement with residents, businesses, and partners, enabling the Council to respond to demonstrable needs while aligning with regional and national priorities.

Strategic investment spans a wide range of areas, including housing, infrastructure, education, and public realm improvements that foster inclusive growth and improve quality of life. Affordable housing remains an important component of this principle, helping to address local housing needs and reduce reliance on temporary accommodation, while supporting social and economic resilience. However, it sits alongside other priorities such as sustainable transport, community facilities, and environmental enhancements that contribute to a greener, fairer borough.

This category offers the greatest flexibility and discretion within the capital programme, enabling the Council to shape the borough's future, attract inward investment, and deliver transformative outcomes. For example, placemaking schemes that combine new homes with improved public spaces and community amenities exemplify how strategic objectives translate into tangible benefits for residents and businesses.

By committing resources to these schemes, the Council ensures that every investment delivers lasting value, supports financial resilience, and strengthens the borough's social, economic, and environmental foundations.



Capital Programme Principles	General Fund Capital Programme 2026/27 – 30/31 (£m)
Principle 1: Fulfilling legal, statutory, and health & safety obligations.	663.9
Principle 2: Continuing investment in schemes already under construction.	212.5
Principle 3: Delivering strategic objectives including new affordable housing.	72.8
Grand Total	**949.2**

Fulfilling legal, statutory, and health & safety obligations represents the largest category of spend within the Council's capital programme, accounting for approximately 70% of the total General Fund Capital programme allocation. This approach ensures that the organisation meets its core legal and statutory responsibilities while maintaining compliance with health and safety standards. This approach mitigates financial and reputational risks associated with non-compliance, supports the longevity and resilience of public assets, and underpins the delivery of essential services. By prioritising these obligations, the Council safeguards the well-being of residents, ensures the continued functionality of critical infrastructure, and demonstrates sound governance and accountability. This strategic focus provides a stable foundation for future investment and reinforces public confidence in the Council's ability to manage resources responsibly.

Driven by the Borough Vision 2035, the Council's capital investment ambition is to deliver sustainable, outcome-focused investments that create long-term value for our communities. This plan ensures investments are affordable, strategically aligned, and deliver measurable benefits. Schemes will be prioritised where they meet one or more of the Council's investment principles.

8. Capital Investment Plan

Driven by the Borough Vision 2035, the Council's capital investment ambition is to deliver sustainable, outcome-focused investments that create long-term value for our

communities. This plan ensures investments are affordable, strategically aligned, and deliver measurable benefits. Schemes will be prioritised where they meet one or more of the Council's investment principles.

(i) Strategic Capital Planning

The Council adopts a long-term, strategic approach to capital planning to ensure investment ambitions are both resilient and adaptable to future challenges. This approach emphasises a focus on strategic outcomes and financial sustainability and includes the capacity for flexibility to respond to emerging opportunities.

This strategic outlook sets the direction for major investment programmes, including:

- Placemaking and housing development to drive inclusive economic growth
- Transformation of the schools' estate to meet future educational needs
- Estate decarbonisation to meet environmental commitments

These programmes are aligned with the Borough Vision 2035 and are subject to regular review to reflect changing priorities, policy developments, and external conditions.

This long-term outlook informs land and asset management decisions, supports early-stage feasibility assessments, and facilitates timely engagement with external funders and partners, ensuring the Council is investment-ready when opportunities arise.

The Capital Programme

The Capital Programme is key to delivering the Council's Vision. It is managed within the parameters of the Medium-Term Financial Strategy (MTFS) and monitored regularly including against prudential indicators to ensure financial sustainability. Affordability is challenged and therefore the Council is likely to need to reprofile or pause lower-priority schemes to protect statutory compliance and essential service delivery.

The programme is refreshed annually alongside the MTFS and TMSS to ensure continued alignment with strategic priorities, financial resilience, and changing economic conditions.

Capital Investment and Expenditure

Capital investments and expenditure describe the money spent by the Council to acquire, upgrade, or maintain long-term assets such as buildings, equipment, infrastructure, or technology to provide benefits over multiple years

For 2026/27, the Authority is planning significant capital investment, with further expenditure anticipated over the next five years, as summarised below:

	2026/27 budget	2027/28 budget	2028/29 budget	2029/30 budget	2030/31 budget	**2026/27-2030/31**
	(£m)	(£m)	(£m)	(£m)	(£m)	(£m)
General Fund Capital budget	292.6	239.4	162.7	146.0	108.6	949.2
HRA Capital Investment	375.9	525.4	459.9	415.0	311.4	2,088
Total	**668.5**	**764.8**	**622.6**	**561.0**	**420.0**	**3,036.8**

The main General Fund capital projects include the High Road West Redevelopment programme, waste vehicles and bins project and primary school modifications and enhancements programme. The New Homes programme and capital investment in existing housing stock and are the largest costs to the HRA capital programme.

Service managers bid to include projects in the capital programme. Corporate finances are responsible for collating the bids and calculating the financing cost (which can be nil if the project is fully externally financed). Cabinet considers the proposals and then the final capital programme is presented to Full Council in March each year.

Capital Financing

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative).

The Council's funding hierarchy seeks to maximise external and ring-fenced resources first, and limit General Fund borrowing to what is demonstrably affordable:

(i) Capital grants and third-party contributions - including government, GLA and other funders

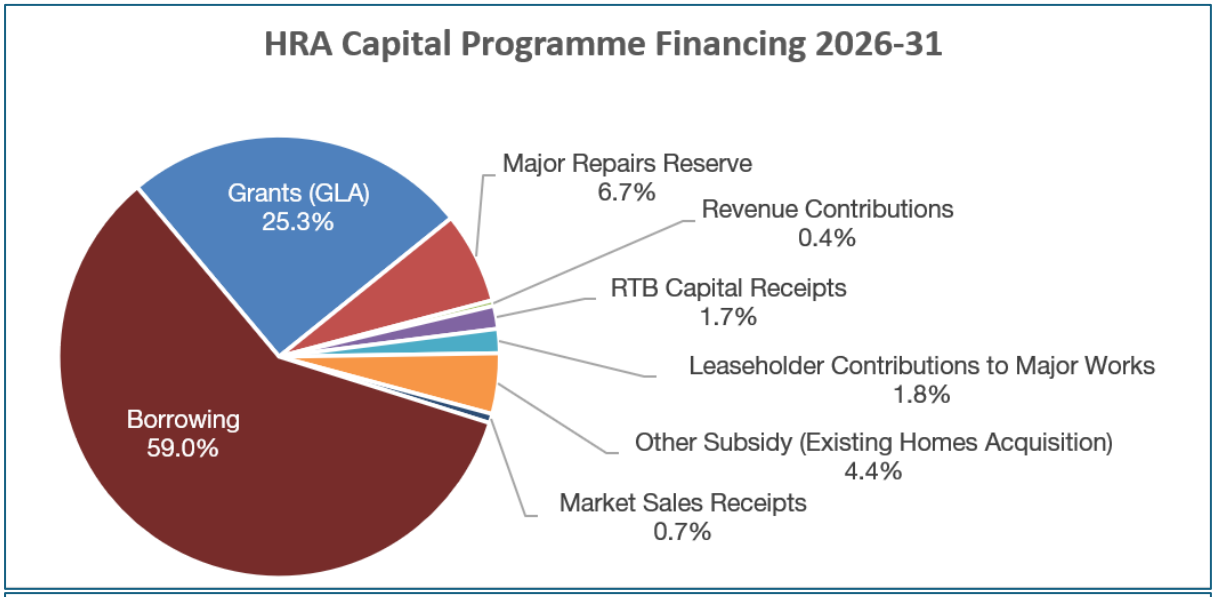
(ii) Ring fenced HRA resources - to sustain Council homes through building safety, planned works, retrofit and develop new homes

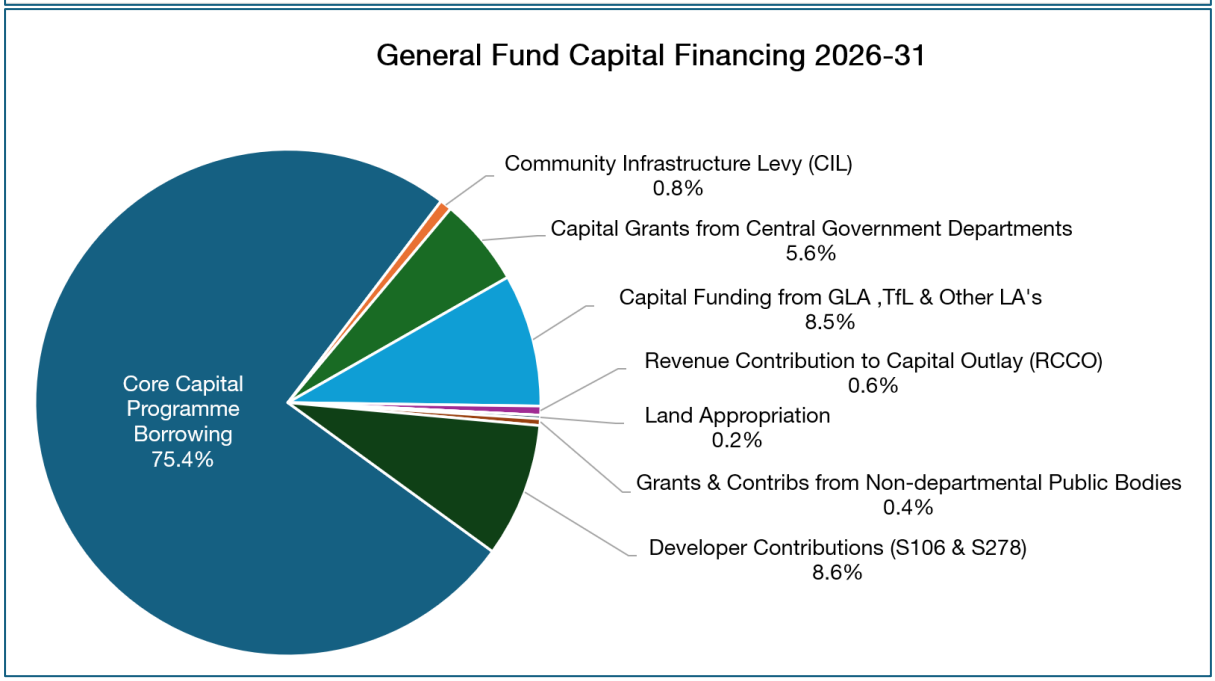
(iii) General Fund prudential borrowing – when affordable on a whole-life basis

(iv) Capital receipts from disposals to support priority reinvestment and reduce borrowing need.

(v) Other finance sources – where appropriate

Maximising the use of external funding is a key element of the Capital Strategy. Prioritising Projects with full or majority external funded grants (e.g., from the GLA, TfL, or central government) reduces the burden on the Council's own resources, improves value for money, and leverages additional investment into the borough. This approach strengthens financial resilience and to reduce the over-reliance on borrowing. These projects and programme often align with broader strategic goals set by regional and national bodies.





(ii) Financing the General Fund Capital Programme

In agreeing to a capital programme, the Council will need to ensure that the expenditure is affordable and that the revenue implications are factored into the Council's revenue budget. The chart above identifies the sources of funding and the amount of that funding that the Council is budgeting to use. There is a large amount of borrowing being undertaken to pay for the capital programme with 75.4% of the programme using borrowing to deliver schemes and next year's annual review will need to reduce the year on year increase in borrowing for capital investment and may require some re-prioritisation – particularly at a time when the Council is reliant of EFS and interest rates remain high .

The following paragraphs describe the sources of funding.

Grants - £133.8m and 14.1% of programme

Grants can come from a variety of sources such as Central Government, the Greater London Authority, Transport for London, Arts Council England and the National Lottery. Grants normally come with terms attached that require the grant receiver (the Council) to do certain things with the money. For instance, the Council received Levelling Up Funding (LUF) to support the Selby Urban Village project that will need to deliver certain outcomes.

Capital Contributions - £4.1m and 0.4% of programme

Capital contributions are contributions received for projects and provided by a variety of external agencies and private companies or individuals. The contributions will be given to support the achievement of outputs or outcomes that would otherwise not be created. Often, without the contribution, the Council may not undertake the scheme or scale it back to being affordable to the Council. Whilst small in comparison to other sources of funding, capital contributions can enable valuable outcomes that would otherwise not be delivered.

Community Infrastructure Levy - £7.3m and 0.8% of programme

The Community Infrastructure Level (CIL) is a charge levied on developers to fund infrastructure works that can fund the creation of new assets, the improvement/replacement of assets or other infrastructure to support growth and development. It is a statutory charge set in accordance with Government guidance. In certain circumstance there is a Mayor of London CIL charge that goes directly to the mayor. There are 3 components to the CIL charge.

The first is strategic CIL (SCIL) which can be used to fund the capital programme across the borough (not limited to a particular geographical location) and is a decision made by Cabinet as part of the budget setting process.

The second is Neighbourhood CIL (NCIL) that is spent in consultation with local people where the development was undertaken.

The third element of administrative CIL that be spent on the costs associated with administering the CIL programme.

S106 & S278 - £81.2m and 8.6% of programme

Established under section 106 of the Town & Country Planning Act 1990, S106 agreements are legally binding agreements between the Council and the developer. The purpose of a S106 agreement is to mitigate the impact of a development on the local community and infrastructure. A S106 agreement can be either capital or revenue. The are negotiated between the developer and the Council as the Planning Authority.

The highways Act 1980 created the S278 Agreement structure. This is a legally binding agreement between the developer and the Council as the Highways Authority. The agreement typically involves works to the Council's highways infrastructure to facilitate the development. It could involve putting in a new crossing to remodelling a junction. Normally the works are carried out by the Council with the developer paying.

Direct Revenue Financing - £5.5m – 0.6%

The Council can, if it chooses to, fund capital expenditure via its revenue budget. This can be through in year underspends or via general or earmarked revenue reserves. Any funding of the capital programme via revenue resources would have to be considered in light of the Council's overall revenue budget and the Medium-Term Financial Strategy.

Capital Receipts

Capital receipts are generated mainly from disposing of land and property; receiving repayments of capital loans/grants; and through right to buy sales. Capital receipts can be used to:

- Fund new capital expenditure;
- Repay debt; or
- Be used flexibly to pay for investment in transformational projects that reduce costs or improve services.

Borrowing - £715m and 75.4% of programme

Under the Local Government prudential framework, the Council is responsible for ensuring that its borrowing is affordable, prudent, and sustainable for the revenue budget over the life of the assets financed.

The Council aims to secure a low and predictable cost of finance while retaining flexibility to adapt to changing capital plans and market conditions. This is pursued through a balanced approach that combines:

- Short-term borrowing, which typically offers lower immediate costs but less certainty and higher refinancing and interest rate risk; and
- Long-term fixed rate borrowing, which provides cost certainty and stability at a generally higher rate.

The Council does not borrow primarily for financial gain. This safeguards continued access to the Public Works Loan Board (PWLB), whose loans are generally cheaper than those available from commercial lenders.

Borrowing may be internal or external:

- Internal borrowing is a temporary position where the Council uses its own cash balances instead of borrowing externally at that time. If not used for internal borrowing, these balances would be invested in line with the Treasury Management Strategy, earning investment income. The associated opportunity cost (foregone investment income) is reflected in the revenue consequences of the capital programme.
- External borrowing occurs when the Council borrows from the market (financial institutions and investors) or from the Government via the PWLB. New PWLB loans are priced at the applicable gilt yield plus 0.80% (the “certainty rate”) for eligible authorities.

The Council’s primary objective when borrowing externally is to achieve an appropriate balance between securing low interest costs and achieving cost certainty over the periods for which funds are required.

In November 2020 the PWLB released further guidance confirming local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with PWLB loans. Under the prudential code, local authorities cannot borrow from the PWLB or any other lender for speculative purposes and must not use internal borrowing to temporarily support investments purely for yield.

Although the capital programme may identify a need to borrow to fund capital expenditure, the timing and type of borrowing (internal/external) is dependent on cashflow modelling in line with the Council’s Treasury Management Strategy.

Treasury Management Strategy Statement (TMSS)

The TMSS sets out how the Council manages its cashflows, investments, and borrowing to ensure there are sufficient funds for spending needs. The Council must hold adequate but not excessive cash, invest surplus funds until required and borrow when necessary to avoid unnecessary overdrafts or idle balances. The TMSS is managed while controlling risk and achieving value for money.

Capital Financing Requirement (CFR)

The Council's total borrowing requirement based on capital expenditure incurred historically but yet to be financed is represented by the Capital Financing Requirement (CFR). Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term.

All capital financing costs, i.e. interest costs and minimum revenue provision must be treated as a revenue cost and built into the Council's budget plans. In essence, the more the Council borrows, the greater the call on the revenue budget which then requires further service savings to be identified to fund this in the longer term. It is important that borrowing is set at a level that it is both affordable and sustainable for the long-term revenue budget.

Minimum Revenue Provision (MRP)

MRP is applied where the Council must set aside a revenue allocation for provision of debt repayments (borrowing in the capital programme). It is budgeted for in the annual capital financing budget. MRP replaces other capital charges (e.g. depreciation) in the statement of accounts and has an impact on the Council's bottom line. MRP will increase and decrease throughout the programme and is sensitive to both expenditure and funding changes.

Revenue Reserves

In addition to the statutory minimum revenue provision outlined above, the Council also retains discretionary flexibility with earmarked reserves to fund aspects of the programme that may be revenue in nature, projects that are written off, or specific projects where this has a financial benefit to the revenue budget. Each year, capital expenditure is reviewed to ensure that any revenue elements of expenditure is written off to reserves in line with accounting regulations.

Section 25 of the Local Government Act 2003 requires the Council's Section 151 officer to report on the adequacy (or otherwise) of reserves and the robustness of estimates supporting the budget. The 2026/27 Section 25 Statement is included at Appendix 11 of the main budget report which is a separate report on the agenda.

Exceptional Financial Support (EFS)

EFS is incorporated into the Council's borrowing strategy as a capitalisation measure to maintain statutory budget compliance during periods of acute financial pressure. Under a Government capitalisation direction, certain revenue costs can be treated as capital expenditure, enabling essential service delivery to be funded through borrowing or capital receipts.

While EFS provides temporary relief, it increases the future debt servicing costs. It must comply with statutory MRP guidance to ensure affordability and sustainability. EFS is not a substitute for structural budget sustainability and is treated strictly as a short-term solution. Further detail of the action taken by the Council is set out in the main budget report as a separate agenda item.

Prudential Indicators

The Council manages capital financing in line with the CIPFA Prudential Code, ensuring borrowing and investment decisions remain affordable, sustainable, and prudent. The prudential indicators, set annually in the Treasury Management Strategy Statement (TMSS) provide a transparent framework for monitoring key measures that reflect the overall health of the Council's capital finances, supporting sound financial management and accountability.

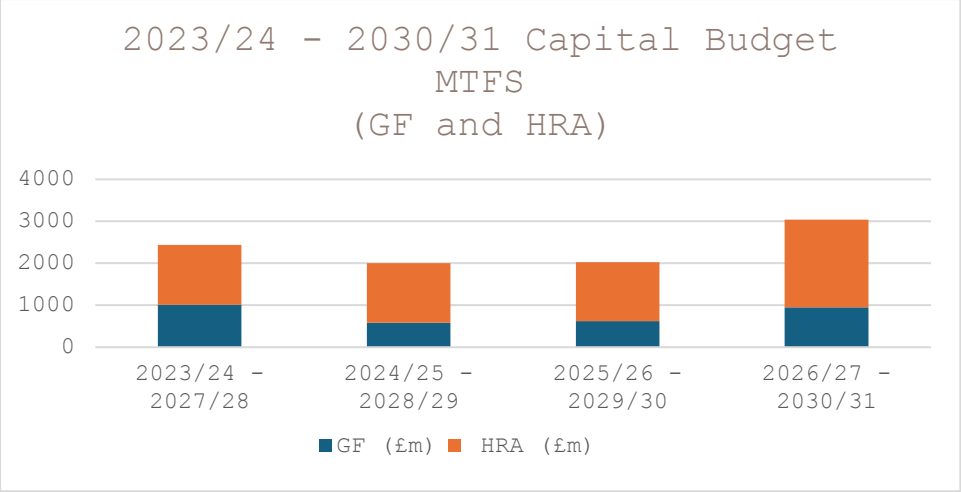
This process ensures compliance with statutory guidance, supports effective financial planning, and provides assurance to members, stakeholders, and the public that resources are managed responsibly.

9. Risk management and assessment

Effective risk management is central to delivering the Council's Capital Strategy in a financially sustainable and controlled manner. The Council recognises that its capital programme operates within a complex environment, subject to financial, delivery, legislative, and market risks. These risks, if unmanaged, could impact affordability, delay critical projects, and compromise statutory compliance. To address this, the Council adopts a structured approach to risk identification, assessment, and mitigation, underpinned by the principles of prudence, transparency, and robust governance.

Haringey is under significant financial pressure, with a forecast overspend of around £23 million in 2025/26, primarily driven by rising demand in adult social care and temporary accommodation. This is after the £37 million secured in Exceptional Financial Support from central government for balancing the budget agreed in March 2025 and enable the use of capitalisation to offset revenue shortfalls. While this measure provides short-term relief, it introduces a repayment obligation that will increase pressure on future revenue budgets, making it an unsustainable long-term solution.

This financial context necessitates a cautious approach to capital investment, with a strong focus on financial resilience and statutory service delivery. Given the current position, the Council's risk appetite is low, meaning there is minimal tolerance for additional borrowing beyond what is essential for statutory services and safety-critical infrastructure. Borrowing must therefore remain tightly controlled and within prudential limits.



Haringey Council will adopt a low-risk appetite within its capital strategy to safeguard financial resilience and ensure prudent investment decisions. This approach includes limiting additional borrowing and avoiding capital investments that expose the authority to market volatility, with strict adherence to the Prudential Code and Treasury Management principles.

Strategically, the Council will prioritise projects and programmes that demonstrably reduce long-term revenue pressures, while maximising opportunities to secure external funding or guaranteed savings. This includes targeted investment in housing to reduce temporary accommodation costs and in energy efficiency schemes to lower high utility expenses. Wherever possible, grant funding will replace capital borrowing, creating capacity for investment in projects that deliver on the Council's strategic objectives and strengthen financial resilience.

For delivery risk, the Council will accept a moderate level of risk where innovative models offer clear benefits, provided risks are shared, capped, and supported by robust business cases with stress-tested assumptions and contingency plans. This approach must be underpinned by rigorous due diligence and strong commercial expertise to safeguard the Council's interests.

The Capital Delivery Framework strengthens governance by embedding transparent decision-making through a structured business case model, applied consistently across both the General Fund and the Housing Revenue Account. This approach ensures that all capital investment proposals are subject to rigorous appraisal and approval processes. The tiered governance structure enhances risk monitoring and escalation, providing clear accountability and enabling timely intervention. This framework ensures that risk-taking remains controlled, proportionate, and aligned with the Council's financial sustainability objectives.

The Council's Risk Management Framework sets out the financial and strategic risks that influence the Capital Strategy. The following assessment summarises the key risks to the delivery and affordability of the programme, along with the measures in place to mitigate them:

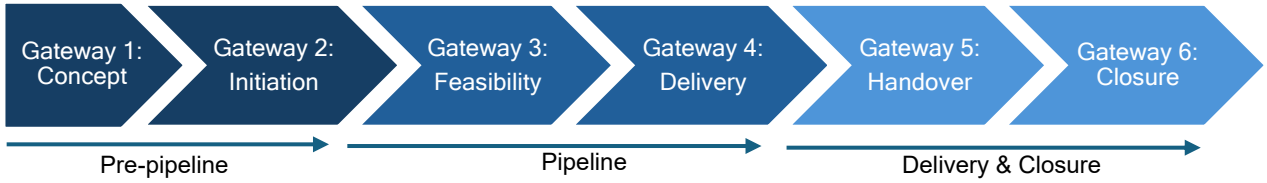
Risk	Description, Impact & Mitigation
Interest Rate	The Council's capital programme relies heavily on borrowing, which exposes it to interest rate fluctuations. An increase of 1% could potentially render the programme unaffordable. Mitigation includes prudent interest assumptions, regular treasury reviews, and use of fixed-rate borrowing where appropriate.
Inflation	Capital delivery costs are vulnerable to inflation, particularly in construction and materials. Mitigation includes early cost benchmarking, contingency allowances, and contractual mechanisms such as fixed-price or indexed contracts.
Capital Receipts	The programme depends on timely asset disposals to generate receipts. Mitigation includes conservative forecasting, maintaining a disposal pipeline, and fallback funding strategies.
Delivery Capacity	Insufficient internal capacity or expertise could delay projects and increase costs. Mitigation includes investing in project and programme management capability, using external support where necessary, and applying robust stage-gate processes.
Grant and External Funding	Many projects rely on external funding streams such as grants. Mitigation includes proactive bid management, compliance monitoring, and prioritising grant-funded schemes to reduce borrowing exposure.
Construction Delays	Risks such as contractor insolvency or supply chain disruption can lead to programme delays and cost escalation. Mitigation includes rigorous contractor due diligence during procurement stage, risk-sharing contract forms (e.g., NEC), contingency allowances, and regular progress monitoring with escalation protocols.
Legislation and Policy	Changes in legislation (e.g., building safety, environmental standards) or national policy could require design changes or additional compliance costs. Mitigation includes horizon scanning, early compliance planning, and maintaining flexibility in design specifications.
Central Government Funding	Shifts in government priorities or funding allocations could reduce grant availability or impose new conditions that impact the viability of projects. Mitigation includes active engagement with government bodies, lobbying through sector networks, and maintaining a pipeline of alternative funding sources.
Financial Sustainability of the Council	High borrowing and capitalisation of revenue costs increase long-term financial pressure. Mitigation includes maintaining a low risk appetite, strict adherence to prudential indicators, and prioritising schemes that deliver revenue savings or external funding.

10. Capital planning process

The Council's capital planning process provides a structured approach to translating strategic priorities into deliverable programmes and projects. Supported by the Capital Delivery Framework, it provides a robust structure for managing complex programmes and projects, ensuring that strategic initiatives are aligned with the Council's long-term vision, are financially sustainable, and are delivered effectively.

(i) Capital Delivery Framework

The Capital Delivery Framework outlines a structured lifecycle for the development and delivery of capital projects and programmes—from initial business case formulation through to implementation and closure. It incorporates HM Treasury's Green Book Five Case Model across Gateways 1 to 3, integrating best practice from PRINCE2Agile methodologies to assess project deliverability.



The framework also embeds CIPFA principles to ensure that all investment decisions are strategically aligned, financially sustainable, and focused on delivering measurable outcomes.

Capital Programme: Pre-Pipeline

Gateway 1 — Project Concept (Statement of Need)

The Statement of Need initiates early-stage exploration of the project idea and its alignment with Council priorities. This stage focuses on high-level scoping, initial stakeholder engagement, and consideration of potential funding approaches. Approval at this gateway confirms endorsement by the relevant Corporate Director, acting as project sponsor, and authorises progression to develop the Outline Business Case (OBC).

Gateway 2 — Project Initiation (Outline Business Case)

The Outline Business Case (OBC) confirms the strategic need for the project and its alignment with Council priorities. At this stage, a long list of options is assessed and refined into a short list for detailed feasibility and viability testing at the next gateway. Approval at this gateway confirms the project's entry into the Capital Programme pipeline as a potential capital investment opportunity.

Capital Programme: Pipeline

Gateway 3 — Project Feasibility (Initial Business Case)

The Initial Business Case (IBC) builds on the OBC to assess feasibility and appraise the viability of the short-listed options. This stage involves a structured evaluation of benefits, risks, and strategic fit, leading to a recommendation of the preferred option for progression. Approval at this gateway secures resources to develop the Full Business Case (FBC).

Gateway 4 — Enabling Project Delivery (Full Business Case)

The Full Business Case (FBC) authorises capital investment and project delivery. This stage finalises the delivery model, procurement strategy, and funding arrangements, supported by detailed financial modelling and impact assessments. Approval at this gateway permits capital expenditure in line with the Council's scheme of delegations and confirms readiness for procurement and implementation.

Capital Programme: Delivery and completion

Projects progressing between Gateway 5 and Gateway 6 are performance-monitored through highlight reports and programme dashboards. During this phase, formal change control processes are applied to manage and document any deviations from the approved Full Business Case at Gateway 4.

Gateway 5 – Project Closure and Handover

Confirms the formal closure of the project, including verification of final costs, delivery of agreed outputs, and transition to business-as-usual operations. This stage ensures that all contractual and operational obligations have been met.

Gateway 6 – Benefits Realisation and Learning

This stage consolidates organisational learning by capturing lessons learned, evaluating benefit realisation, and demonstrating the social value delivered. Insights from this gateway inform future investment decisions and strengthen organisational capability.

By adopting this framework, the Council secures a range of strategic and operational benefits, including:

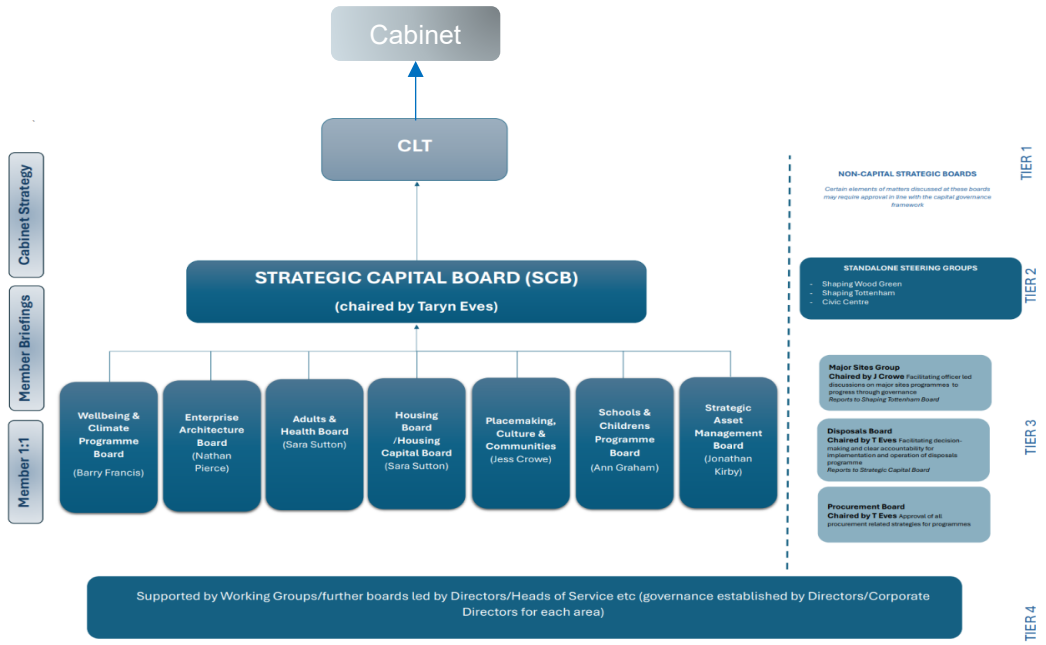
- Strategic Alignment – by ensuring resources are directed toward priorities that deliver maximum value for residents and the borough. This process is underpinned by up-to-date supporting strategies and plans, particularly the SAMPIP and departmental asset plans. The strategic alignment ensures that capital investment supports service delivery, lifecycle management, and financial efficiency.
- Prudent Financial Management - The framework ensures that proposals can be contained within the Capital programme, enabling affordability and sustainability checks at key decision points. This approach ensures that capital investment remains within prudent borrowing limits and contributes to long-term financial resilience.
- Risk Management and Due Diligence - Structured gateway reviews integrate risk identification, mitigation planning, and equality impact assessments early in the process. This proactive approach reduces delivery risk and strengthens governance assurance.

- Prioritisation and Evidence-Based Decisions - The iterative development of the five-case business case, aligned with HM Treasury's Green Book, ensures that projects are assessed for strategic fit, financial viability, and social value before approval. This enables transparent prioritisation of investment opportunities.

The framework ensures that every stage of the process reinforces alignment with the Capital Strategy, Corporate Plan, and Medium-Term Financial Strategy (MTFS). By aligning borrowing and investment decisions with risk appetite and cash flow management, the Council safeguards long-term financial resilience.

(ii) Capital Governance

The Framework Governance Model ensures strategic alignment, transparent decision-making, and effective risk management throughout the capital project lifecycle. It defines clear roles and responsibilities and ensures decisions are made at the appropriate level, embedding CIPFA's principles of accountability and sustainability.



Strategic Capital Board - Holds strategic oversight of the entire Capital Programme, ensuring that all investment decisions are aligned with corporate priorities, the Capital Strategy, and the MTFS. The Board plays a critical role in upholding prudent budget management, assessing affordability and sustainability in line with the Prudential Code. It also manages cross-cutting risks and escalations, ensuring resources are allocated effectively to deliver long-term value.

Directorate Capital Assurance Boards - Provide operational oversight of directorate-level capital programmes, ensuring projects remain strategically aligned during development and delivery. They act as a key link between operational delivery and corporate priorities, escalating issues where strategic intervention is required.

Programme Management Office (PMO) - Delivers assurance across the capital portfolio, supports governance boards, and implements tools and templates for effective project management and transparent reporting. The PMO ensures that performance monitoring and reporting reinforce strategic alignment and financial stewardship.

This tiered governance structure ensures that strategic priorities flow through every level of decision-making, maintaining alignment with the Council's long-term vision and statutory obligations.

(iii) Capital Programme Monitoring

Between Gateways three and four, strategic projects and programmes are subject to monitoring through Programme reporting to Strategic Capital Board and Directorate Capital Assurance Boards, led by Directors and quality assured by the PMO. This process is aligned with quarterly capital reporting and reporting against corporate delivery plan objectives, ensuring accountability at the highest levels, consistent oversight, and transparency across the programme.

To maintain transparency and provide comprehensive oversight, programme reports include the following core components:

Programme reports include:

- Strategic Alignment: Overview of the capital programme and its contribution to corporate priorities and the Capital Strategy.
- Performance Monitoring: Progress against key milestones, deliverables, and benefits realisation targets.
- Financial Position: Detailed spend profile, forecast, variances, and implications for the MTFS and Prudential Indicators.
- Risk & Issue Management: Escalated risks with mitigations, trend analysis, and governance actions.
- Change Control: Requests with financial and strategic impact assessment.
- Benefits Tracking: Evidence of intended outcomes, including quantitative and qualitative measures, supported by trend analysis and corrective actions where required.

(iv) Benefits Realisation

Gateways 5 (Closure and Handover) and 6 (Benefits Realisation) confirm the achievement of outputs, benefits, and outcomes from a capital investment project or programme.

- Outputs include tangible deliverables such as new housing, modernised public assets, and improved parks and green spaces.

- Outcomes capture the strategic impacts of investment, including inclusive economic growth, climate resilience, and enhanced quality of life for residents.

Each investment is assessed for social value, financial sustainability, and its contribution to the borough's long-term ambitions, defining outcomes in terms of sustainable economic, social, and environmental benefits.

Gateways 5 and 6 are critical to demonstrating that investments achieve planned outputs and deliver sustainable outcomes aligned with strategic priorities, financial prudence, and long-term resilience. By linking benefits realisation to governance and reporting, these gateways provide assurance that capital resources are used effectively, risks are managed, and the borough's ambitions for inclusive growth and environmental sustainability are fully realised.

The capital planning process fully articulates the benefits, outputs, and outcomes of the Capital Programme and ensures investment decisions are transparent and well-governed. It is delivered through a whole-organisation approach, aligning the approved programme with the MTFS and TMSS to maintain long-term affordability and financial sustainability.

Delivery assurance is embedded through robust programme governance, risk management, and formal change control, supported by post-project evaluation and benefits realisation to evidence outcomes and inform future investment decisions. Outputs from the programme include new housing, modernised public assets, enhanced transport connectivity, and improved parks and green spaces. Outcomes focus on inclusive economic growth, climate resilience, and improved quality of life for residents. Measuring these through structured benefits realisation ensures every investment delivers measurable social value and supports the borough's long-term ambitions.

The planning process is guided by the Council's long-term vision and the principles set out in this Capital Strategy, ensuring that all investment decisions are aligned with corporate objectives, statutory obligations, and community outcomes.

11. Governance

Governance is central to the successful delivery and monitoring of the Capital Strategy and Programme. It provides the structure for accountability, transparency, and informed decision-making, ensuring investments align with organisational priorities and deliver long-term value. Through defined roles, robust oversight, and structured reporting, governance mitigates risk and drives effective performance management. This disciplined approach safeguards financial resources and builds stakeholder confidence in the integrity and sustainability of the capital programme.

The CIPFA Treasury Management Code of Practice and Prudential Code require local authorities to ensure that capital investment plans are affordable, prudent, and

sustainable over the medium to long term. In line with these principles, the Council undertakes an annual review of its key financial strategies—including the Treasury Management Strategy (TMS), Medium-Term Financial Strategy (MTFS), and HRA Business Plan—as part of the budget-setting process. It is therefore appropriate for the Capital Strategy to be refreshed alongside this process and approved by Cabinet and full Council to ensure continued alignment with strategic objectives and prudential indicators.

From the strategy, the Capital Programme baseline and forecast is established, determining the Council's long-term investment priorities, funding strategy, and capacity to deliver projects that support corporate objectives. Cabinet provides political leadership and prioritisation of investment decisions based on the updated financial strategies. The Programme provides a framework ensuring that capital expenditure is sustainable and integrated with the MTFS and Treasury Management principles.

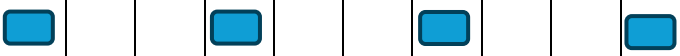
Directorates are accountable for delivering projects and programmes within agreed budgets and timelines. This is supported by monthly portfolio oversight and programme dashboards, which track progress against milestones, budget forecasts, and output delivery.

The PMO provides a single view of the Council's capital investment portfolio through quarterly delivery and assurance monitoring, enabling rephasing and reprioritisation in response to external funding changes and delivery performance. Adjustments are formally reported through capital monitoring processes to maintain transparency and accountability. Capital Assurance Boards oversee governance, risk management, and benefit realisation, providing challenge and assurance to maintain alignment with strategic objectives. This structure informs and enables timely interventions, and supports proactive risk and benefit management, ensuring anticipated outcomes are achieved.

At year-end, the Council reports the final financial and delivery position of the Capital Programme to Cabinet, providing strategic oversight and linking capital performance to the MTFS and corporate objectives. This enables informed decisions on future investment priorities, resource allocation, and risk management, supporting the Council's commitment to financial sustainability.

Finally, an Annual Portfolio Impact and Return on Investment Report provides a comprehensive assessment of how the capital programme delivers against corporate objectives and community outcomes. It evidences strategic alignment and quantifies financial and non-financial benefits, demonstrating value for money alongside measurable outcomes such as social value and sustainability. This insight informs prioritisation for the following financial year.

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar

Portfolio baselining forecast and revision	
Portfolio delivery & assurance monitoring	
Portfolio oversight & programme dashboard monitoring (monthly)	
Capital Strategy review & refresh	
Portfolio out-turn finalised	
Portfolio impact monitoring & ROI reporting	

12. Conclusion

This Capital Strategy recognises that investment is more than the creation of physical assets—it is a strategic lever to deliver inclusive growth, tackle inequality, and build resilience for the future. By prioritising statutory compliance, safeguarding essential services, and aligning every decision with the Borough Vision 2035, we ensure that capital investment delivers measurable social, economic, and environmental benefits.

Our disciplined approach—underpinned by strong governance, rigorous financial appraisal, and annual review—provides the flexibility to respond to changing conditions while maintaining affordability and prudence. Through this framework, we will maximise external funding, reduce reliance on borrowing, and embed sustainability and social value into every stage of delivery.

13. Glossary

Key Terms	Definition
Capital	Funds used for long-term investment in assets such as buildings, infrastructure, and equipment. Capital spending creates or improves assets that deliver services over many years
Capital Delivery Framework	The Council's structured approach to managing capital projects through defined stages (pre-pipeline, pipeline, delivery, closure) and governance processes.
CIPFA	Chartered Institute of Public Finance and Accountancy - A UK-based professional body that sets standards and provides guidance on financial management, governance, and auditing within public finance.

Corporate Delivery Plan (CDP)	A medium-term plan that translates the Council's vision into actionable priorities, guiding service planning and capital investment decisions.
Exceptional Financial Support	Financial assistance, through Capital borrowing, provided by central government to help a local authority manage severe financial pressures. It is granted under strict conditions and requires repayment, with interest.
Financial Sustainability	Ensuring spending is affordable, funded by income or borrowing, in alignment with the Medium-Term Financial Strategy and Prudential Indicators.
Five-Case Model	A business case methodology recommended by HM Treasury, comprising five dimensions: Strategic, Economic, Commercial, Financial, and Management cases.
General Fund	The main account for a local authority's day-to-day spending on services (excluding the HRA). It includes revenue expenditure funded by council tax, business rates, and grants and capital investment funding through borrowing, grant and income from external sources.
Housing Revenue Account	A ring-fenced account for income and expenditure related to council housing. It includes rents, repairs, housing development and investment. It is separate from the General Fund.
Medium Term Financial Strategy (MTFS)	A financial plan that sets out expected income, expenditure, and savings over a 5-year period. It helps ensure sustainability and informs decisions on capital and revenue budgets.
Minimum revenue provision (MRP)	A statutory requirement for local authorities to set aside revenue each year to repay borrowing undertaken for capital expenditure. It ensures debt is repaid over the life of the asset.
Prudential Code	A professional code issued by CIPFA that sets out principles and indicators to ensure local authority capital investment plans are affordable, prudent, and sustainable.
Prudential Financing	The ability of a local authority to fund capital expenditure without requiring central government approval, provided it can demonstrate that the costs are affordable and can be met from existing or planned resources over the medium term.
Prudential Indicators	Quantitative measures required under the Prudential Code to monitor affordability, sustainability, and prudence of capital investment and borrowing decisions. Examples include CFR, debt ratios, and financing cost ratios.
Revenue	Income and expenditure related to the ongoing delivery of services (e.g., staff costs, utilities). Unlike capital, revenue spending does not create long-term assets.

Social Value	Contribution to community well-being and equality objectives.
Strategic Fit	Support for borough-wide ambitions and long-term capital priorities.

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Report for: Cabinet - 10 February 2026

Item number: 11

Title: Housing Revenue Account Business Plan 2026/27

Report authorised by : Taryn Eves, Corporate Director of Finance and Resources

Lead Officer: Rachel Sharpe, Director of Housing

Ward(s) affected: All

Report for Key/ Non Key Decision: **Key**

1. Describe the issue under consideration

1.1. The Housing Revenue Account (HRA) covers income and expenditure relating to the Council's own housing stock. It is an account that is ring-fenced from the Council's general fund as required by the Local Government Act 1989.

1.2. Every year, the Council sets a business plan for its Housing Revenue Account (HRA). This business plan considers projected income and expenditure over a 10- and 30-year period and the income generated from tenants and leaseholders is used solely for the purpose of investment in its homes, in delivering new council homes, and providing good quality services to its tenants and leaseholders.

1.3. The HRA and the services that the Council provides for its Council tenants and leaseholders are governed through the Social Housing (Regulation) Act 2023 which introduces a new regulatory framework, with a greater emphasis on residents' engagement. The HRA must ensure its management function of its housing stock is robust, offers good value for money and meets the needs of all its residents.

1.4. This report provides the final proposed 2026/27 HRA business plan, to recommend for approval by Full Council in March 2026. It provides details of the assumptions for forecast income and therefore planned expenditure for next year as well as an update on the future financial outlook for the HRA.

1.5. The HRA supports the delivery of the Council's Housing Strategy 2024-2029 which sets out Haringey's approach to all housing in the borough. It sets specific objectives and targets for its own housing stock; to significantly invest in improving its existing homes and to provide good quality services as a landlord of social housing to its tenants and leaseholders as well as delivering the Council's ambition to deliver 3,000 new council homes by 2031. Delivery of the Housing Strategy must be underpinned by a strong and sustainable HRA.

2. Cabinet Member Introduction

2.1. Our mission is to make housing fair. London's housing crisis has driven up rents and driven down standards. Everyone should be able to live in a home that is affordable, safe, warm and comfortable.

2.2. We are prioritising social and affordable housing in Haringey, building thousands of new council homes at council rents and renovating thousands of the council homes we already have.

2.3. We've built 1,000 council homes since 2020. We have another 2,000 on site – on target to be built by 2031. We are starting to build affordable key worker homes too. We have a £600m Estate Renovation plan to refurbish thousands of homes.

2.4. This is how we're investing our local housing budget (the Housing Revenue Account) – building and maintaining affordable, great quality homes for more and more of our local residents.

2.5. To name just a few things, that is:

- Renovated kitchens and bathrooms
- Better insulation – keeping homes warmer and cutting the cost of heating
- More efficient boilers – again cutting the cost of heating
- CCTV, fob-access and other safety measures around buildings

2.6. Like all budgets, our Housing Revenue Account has felt the impact of inflation and high interest rates over recent years. The cost to repair, renovate and build has gone up dramatically.

2.7. We are taking a series of measures to make sure the budget is on a strong footing for the long term – including new sources of investment secured on the back of our reputation for delivering new council homes in Haringey. These are set out in more detail in the report below.

2.8. Our priority with each measure taken is to maximise affordable, high-quality homes for our residents.

3. Recommendations

3.1. It is recommended that Cabinet recommend the HRA 2026/27 Budget and 2026/27 to 2030/31 Business Plan for approval by Full Council at its meeting on 2 March 2026.

4. Reasons for decision

4.1. The Council must legally set a balanced HRA budget and have a sustainable HRA Business Plan to ensure that it is able to manage and maintain its homes, provide services to tenants and leaseholders and build much needed new Council homes.

5. Alternative options considered

5.1. Not applicable

6. Background information

6.1. The Housing Revenue Account (HRA) is the Council's record of the income and revenue expenditure relating to council housing and related services. Under the Local Government and Housing Act 1989, the HRA is ring-fenced and cannot be subsidised by the General Fund, including through increases in council tax. Equally, any surplus in the HRA or balances held in reserves cannot be transferred to the General Fund. Since April 2012, the HRA has been self-financing. Under self-financing, Councils retain all the money they receive from rent and use it to manage and maintain their homes.

6.2. The Council sets a medium and long-term Business Plan for its HRA. This allows the Council to plan for investment in its housing stock, investment in building much needed new council housing for the borough and to ensure that services for tenants and leaseholders continue to be delivered.

HRA Financial Plan Overview

6.3. The 30-year HRA Business Plan is based on a long-term assessment of the need for investment in Council homes. The plan includes the development and acquisition of new housing, the acquisition of existing homes, investment in existing housing to ensure its long-term sustainability, and other cyclical maintenance requirements. It also incorporates forecasts of income streams, interest levels and inflation.

6.4. The plan includes the modelling of the planned revenue and capital spending, the implications of all planned work in the HRA to deliver council priorities and provides the basis for understanding the affordability of current capital programme delivery plans and assessing options to ensure a viable HRA over a longer period. It considers the build costs, impact of inflation, exposure to housing market volatility and delivery capacity within the Council.

6.5. The cost of capital financing presents a level of challenge and difficulty in delivering the investment needed now and the viability of the HRA in the medium to long-term. In addition, there is a need to reduce expenditure on repairs and the high level of voids following historic under-investment in the housing stock. This presents a further significant strain on the HRA.

6.6. This Business Plan factors in the best estimates and assumptions on cost inflation, pay award, voids rate, bad debt provision, borrowing rate, potential grants, receipts from market sales, continued investment in repairs, and legal disrepair/compensation costs. These have all been factored into the proposed budget for 2026/27 and across the medium term.

6.7. The plan recognises that to undertake the proposed extensive investment programme, the HRA must be viable now and in the future. It also recognises that there will be ongoing reviews to update and test viability before future programmes of investment are released. One of the measures of viability of the HRA is the annual revenue contribution to capital outlay (RCCO), which reduces the need for external borrowing. RCCO is the revenue surplus after expenditure; and it is key in assessing the HRA's resilience.

6.8. Previously, the plan had an ambition to deliver an £8m minimum annual surplus. This has become increasingly difficult to sustain due to the level of planned investment in existing stock and new build programmes that is required. However, the plan does achieve a positive RCCO for each year in the medium term while the HRA minimum reserve balance of £20m provides an appropriate level of financial cover, in recognition of the risks such as changes in government policies, operational factors and those associated with an extensive development programme.

6.9. In July 2025, government announced (as part of the Spending Review) that there will be a 10-year rent settlement for social housing from 1 April 2026 in which rents will be permitted to increase by CPI+1% per annum. This plan includes proposed rent increase in 2026/27 of 4.8% is based on September CPI of 3.8% plus 1%.

6.10. Government has now announced its policy on rent convergency. Rents will be allowed to increase by £1 a week in 2027/28 and by £2 a week from 2028/29. If implemented, this will have a positive effect on the HRA business plan. Any implementation will be considered as part of the next business planning cycle. For clarity rent convergence allows rents for Social Rent properties that are currently below 'formula rent' to increase by a proposed £1 or £2 each year, over and above the CPI+1% limit, until they 'converge' with formula rent.

2025/26 Quarter 2 (Q2) Financial Position

6.11. In March 2025, Cabinet approved the HRA budget for 2025/26 and it was projected to achieve a surplus of £0.269m. At end of Quarter 2, the HRA is projected to achieve a surplus of £0.514m. This represents a £0.245m improvement against the budgeted surplus.

6.12. However, the HRA is still facing huge pressures in repairs and voids and there is a forecast underachievement of income due to high levels of voids. This is mitigated by the forecast reduction in capital financing costs from delays in capital programme schemes. Further details on this and mitigations are contained in the Quarter 2 monitoring report to Cabinet in December 2025. This link can be found here.

HRA Income

6.13. The main sources of income to the HRA are rents and service charges. It is therefore essential to the sustainability of the HRA that the Council collects rent

and service charges effectively and supports tenants to pay their rent and service charges in full.

6.14. The Council's Financial Inclusion Team works to support Haringey tenants and leaseholders who might be facing financial difficulties. They do this by working with tenants, ensuring they are able as best possible to access good quality work, and ensuring that they are accessing all benefits to which they are entitled. In turn, this means that tenants and leaseholders are better able to pay their rent and service charges, which supports the long-term sustainability of the HRA.

Housing Rent - Existing Council Tenants

6.15. The Council is required to set the rent increases in council-owned homes every year but there are strict limits for existing tenants. From 2020/21, the government has permitted Local Authorities in England to increase existing tenants' rents by no more than the Consumer Price Index (CPI), at September of the previous year, plus 1%. This is going to continue over the next 10 years as announced in July 2025. However, it should be noted that this comes after a government policy of reducing council rents, which in turn impacted the long-term viability of HRAs and the ability to invest sufficiently in housing stock.

6.16. Therefore, the proposed rent increase in 2026/27 of 4.8% is based on September CPI of 3.8% plus 1%.

6.17. On this basis, the proposed average weekly rents for general needs and sheltered/supported housing will increase by £6.64 from £138.38 in 2025/26 to £145.02 in 2026/27. There is a range of rents across different sizes of properties. Table 1 below sets out the proposed average weekly rents by property size based on the rent increase of 4.8% for 2026/27 with effect from 6th April 2026.

Table 1: Proposed Average Weekly Rent 2026/27

Number of Bedrooms	Number of Properties	Current average weekly rent 2025/26	Proposed average weekly rent 2026/27	Proposed average rent increase	Proposed percentage increase
Bedsit	135	£119.40	£125.13	£5.73	4.8%
1	5,529	£121.25	£127.07	£5.82	4.8%
2	5,411	£138.64	£145.29	£6.65	4.8%
3	3,788	£155.31	£162.76	£7.45	4.8%
4	635	£175.99	£184.44	£8.45	4.8%
5	110	£199.28	£208.85	£9.57	4.8%
6	16	£206.00	£215.89	£9.89	4.8%
7	2	£196.37	£205.80	£9.43	4.8%
All dwellings	**15,626**	**£138.38**	**£145.02**	**£6.64**	**4.8%**

Formula Rent and Rent Caps

6.18. Central Government, through the Regulator of Social Housing, also sets the formula for calculating social housing rents in new tenancies.

6.19. The national formula for setting social rent is intended to enable Local Authorities to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock (to at least Decent Homes Standard) and continue to operate a financially viable HRA, including meeting their borrowing commitments.

6.20. The formula is complex and uses national average rent, relative average local earnings, relative local property values, and the number of bedrooms to calculate the formula rent.

6.21. Formula rents are subject to a national social rent cap. The rent cap is the maximum level to which rents can be increased to in any one financial year, based on the size of the property. Where the formula rent would be higher than the rent cap for a particular property, the national social rent cap must be used instead. Formula Rent and Rent caps for 2026/27 are as shown below in table 2a and 2b.

Table 2a: 2026/27 Formula Rents (+rent flexibility)

Number of Bedrooms	2026/27 Average Formula Rent
1 and bedsits	£130.25
2	£154.23
3	£176.76
4	£204.58
5	£235.34
6 or more	£246.50

Table 2b: 2026/27 Rent Caps

Number of Bedrooms	2026/27 Rent Cap
1 and bedsits	£204.35
2	£216.34
3	£228.36
4	£240.37
5	£252.39
6 or more	£264.41

Housing Rent - New Council Tenants

6.22. Rents for new tenancies are set according to a formula (hence the term 'formula rent'). This is for new tenancies in either a relet of an existing council home, or a newly build council home.

6.23. The Government's Policy statement on rents for social housing also includes provision for social landlords to apply a 5% flexibility on formula rents: 'The government's policy recognises that registered providers should have some discretion over the rent set for individual properties, to take account of local factors and concerns, in consultation with tenants. As a result, the policy contains flexibility for registered providers to set rents at up to 5% above formula rent (10% for supported housing – as defined in paragraphs 2.39-2.40 below). If applying this flexibility, providers should ensure that there is a clear rationale for doing so which takes into account local circumstances and affordability.'

6.24. The HRA Business Plan approved in March 2024, applied this 5% flexibility to formula rents. This was to ensure that, in the ongoing challenging financial climate, the Council could continue to meet its obligations to its tenants by investing in its stock, ensure that all homes meet at least the decent homes standard, ensure that homes meet the council's sustainability objectives and ensure homes are warm and cheaper to heat for tenants while still setting a balanced HRA. This continues to be the Council's policy for all newly-set formula rents.

London Affordable Rent

6.25. London Affordable Rent (LAR) was introduced by the Mayor of London in 2016 as a social housing product for new affordable homes funded by Building Council Homes for Londoners (BCHFL) grant. It reflects the 2015/16 formula rent cap uprated by CPI plus one per cent every year. These LAR rents are at the same level anywhere in London. LAR homes are let by councils on secure tenancies, and by other registered providers.

6.26. The BCHFL grant programme allocated grant on the basis that homes for low-cost rent would be let at London Affordable Rent (LAR) rather than formula rent. The historically relatively low level of grant – a flat rate of £100,000 per unit reflected that expectation.

6.27. In the 2023/24 HRA Business Plan it was agreed to let homes built as part of the GLA's 2016-2021 programme at LAR.

6.28. Table 3 below shows London Affordable Rents for 2026/27. This represents an uplift on 2025/26 LAR Rents by September CPI plus 1%.

Table 3: 2026/27 LAR

Number of Bedrooms	2026/27 LAR
1 and bedsits	£216.80
2	£229.53
3	£242.28
4	£255.03
5	£267.78
6 or more	£280.52

Rent for other homes held in the HRA.

Homes acquired and leased to the HCBS.

6.29. All properties acquired since 1 April 2019 for housing homeless households held in the HRA are leased to the Haringey Community Benefit Society (HCBS) and let by the HCBS at Local Housing Allowance (LHA) rent levels.

6.30. The HRA financial plan includes in its income the lease charges to the HCBS for a maximum period of seven (7) years from the time of acquisition. From year eight (8), it recognises incomes from these properties at formula rent, with the normal annual rent increases of CPI plus 1% because it is assumed that these properties will revert back to the HRA after 7 years of lease.

6.31. However, the Council is currently considering options to extend the period of these leases. If so, the HRA plan will be updated to continue to recognise the income (lease charges to HCBS) beyond year 7. This will lead to additional income in the HRA in later years.

6.32. From 6 April 2026, all other council-owned properties, in the HRA, used as temporary accommodation under a Council non-secure tenancy or licence will have rent increases of 4.8% (CPI + 1%).

6.33. Rents for existing Council owned properties (including new Lodges) will be increased by CPI + 1% as permitted by the Rent Standard. Service charges are set at a level to recover the full costs of those services.

6.34. The rent element for new tenants is currently limited to formula rent plus 5% for self-contained homes, plus 10% for Birkbeck Lodge, plus full recovery of the cost of providing services.

6.35. There may be circumstances where rents are not governed by the Rent Standard. Where the Rent Standard does not apply to properties held in the HRA, rents will be set at a level that is fully payable through housing benefit or universal credit. Service charges are set at a level to recover the full costs of services provided.

Shared Ownership Rents

6.36. There are a small number of shared ownership properties in the HRA, and their rents are to be increased in line with their contracts, typically January RPI +0.5%. The RPI for January is expected to be published around 18 February 2026. The Government announced in 2024 that for new shared ownership properties the rent on the unsold portion is to be increased by CPI +1%.

Tenants' Service Charges

6.37. In addition to rents, tenants pay charges for services they receive which are not covered by the rent.

6.38. Service charges must be set at a level that recovers the cost of the service, and no more than this. Charges are calculated by dividing the budgeted cost of providing the service to tenants by the number of tenants receiving the service. Therefore, a flat rate is charged to tenants receiving each service and the weekly amount is fixed. The amount tenants pay increases where the cost of providing the service is anticipated to increase. Equally, charges are reduced when the cost of providing the service reduces or where there has been an over-recovery in the previous year.

6.39. The Council's policy is to fully recover the cost of providing a service to tenants. Service charges are covered by housing benefit and Universal Credit, so any tenant in receipt of these benefits will have these costs covered.

6.40. The recovery of full cost of services provided applies to all types of accommodation in the HRA where service charges apply.

6.41. The services tenants currently pay for are listed below:

- Concierge
- Grounds maintenance
- Caretaking
- Street sweeping (Waste collection)
- Estates road maintenance
- Light and power (Communal lighting)
- TV aerial maintenance
- Door entry system maintenance
- Sheltered housing cleaning service
- Good neighbour cleaning service
- Window cleaning service
- Converted properties cleaning
- Heating

6.42. Tenants living in sheltered and supported housing also pay the following additional support charges:

- Sheltered Housing Charge
- Good Neighbour Charge
- Additional Good Neighbour Charge

6.43. The applicable charges proposed for 2026/27 are as shown in table 4 below.

Table 4 – Proposed Average Tenants' Service Charges with effect from 6th April 2026

Tenants' Service Charges	Current Average Weekly Charge 2025/26	Proposed Average Weekly Charge 2026/27	Increase / Decrease	
Property Charges:				
Concierge	£27.39	£27.84	£0.45	1.6%
Grounds Maintenance	£3.15	£3.23	£0.08	2.6%
Caretaking	£9.25	£9.75	£0.50	5.4%
Street Sweeping	£8.54	£8.92	£0.38	4.5%
Estates Road maintenance	£0.77	£0.80	£0.03	3.5%
Communal Lighting (Light & Power)	£3.45	£3.24	-£0.21	-6.1%
TV aerial maintenance	£0.38	£0.39	£0.01	1.8%
Door entry system maintenance	£1.12	£1.05	-£0.07	-6.2%
Sheltered housing cleaning service	£2.72	£2.79	£0.07	2.6%
Good neighbour cleaning service	£1.85	£1.85	-£0.00	-0.2%
Window cleaning	£0.69	£0.72	£0.03	4.6%
Landlord Communal Inspection (Converted properties cleaning)	£5.06	£5.25	£0.19	3.7%
Sheltered Housing Blocks Heating	£12.94	£12.37	-£0.57	-4.0%
Garton House / Lowry House Heating	£11.42	£12.60	£1.18	10%
Ferry Lane Estate / Runcorn Heating	£15.15	£13.26	-£1.89	-12%
Rosa Luxemburg - District Heating 8	£5.35	£7.44	£2.09	39%
William Atkinson House Heating	£13.37	£13.11	-£0.26	-2.0%
Broadwater Farm DEN Heating	£15.41	£13.99	-£1.42	-9.0%
Support Charges:				
Sheltered Housing Charge	£35.68	£36.93	£1.25	3.5%
Good Neighbour Charge	£15.24	£15.77	£0.53	3.5%
Good Neighbour Charge (Larkspur Close & Stokley Court)	£18.80	£19.46	£0.66	3.5%

Heating charges

6.44. The Council has two types of heating charges: flat rate charges (as above) and metered charges (below). The heating charges reflect the projected usage in the

blocks and projected energy rates for 2026/27. The tariffs for 2026/27 are set out below

Proposed Metered Tariffs with effect from 6th April 2026

Metered blocks (same tariff applies to all sites)	Current Tariff 2025/26	Proposed Tariff 2026/27	Increase / Decrease	
Weekly standing charge (£/wk)	£7.44	£6.57	£-0.87	-12%
Price per unit of heat (pence/kWh)	5.09p	4.61p	-0.48p	-10%

Rent Consultation

6.45. There is no requirement for tenant consultation on existing rents and service charge increases (but there is a duty to notify tenants of such increases once a decision has been made). Haringey Council's rents are set in accordance with government rent standard and no new charges are being introduced for the tenants' service charges. Tenants must be given at least four weeks' notice before the new rents and service charges for 2026/27 start on 6th April 2026.

6.46. Despite the fact that there is no requirement to consult on the HRA business plan, the Council does present plans and seek feedback and recommendations from tenants and leaseholders, in line with the principles in the Haringey Deal. Officers attended the Resident Voice Board on 15 January 2026 to present the HRA business plan and take questions and feedback from tenants and leaseholders. Tenants and leaseholders were interested in the workings of the HRA business plan, and questioned whether the RCCO was sufficiently high. The feedback was noted and the Council is continuing to look at options to increase this level.

HRA Revenue Expenditure

6.47. Significant items of revenue expenditure in the HRA include repair costs (£39.24m), housing management costs (£34.54m), capital financing charges (£31.92m) and contribution to major repairs (£24.82m). These four items constitute approximately 82% (£131m) of the total expected HRA expenditure (£160m) in 2026/27.

6.48. The proposed spend on repairs to the housing stock presents a significant strain on the HRA. The increase in spend on repairs shows the Council's commitment to providing a good, timely, repairs service, in line with the new responsive repairs policy agreed by Cabinet in October 2024.

6.49. It is expected that as the significant investment into improving homes increases in the coming years, as described below, the number of repairs and therefore the spend on repairs will come down.

6.50. Additionally, the budget for repairs includes the cost of bringing void properties back into use – in other words, when a home is vacated and ready to be relet, works are carried out to bring the home up to the required standard. When new homes are delivered through the housing delivery programme, they are often let in the first instance to existing local tenants through the Neighbourhood Moves Scheme. Although these homes are offered in the first instance to tenants who are freeing up a large home and are downsizing to their new home (and therefore allowing larger family homes to be let to households who need these) and then to overcrowded households; households who have no housing need are also allowed to move to new homes through the Neighbourhood Moves Scheme. This means that void costs are incurred without meeting housing need. Amending the Neighbourhood Moves Scheme could lead to reduced void costs.

6.51. The management cost is also significant and is necessary to ensure that tenants and leaseholders are provided with a good quality service from the council.

6.52. The capital financing charge is the interest on HRA loans and internal funding and for 2026/27 is budgeted at £1.36m less than was assumed in March 2025. This is due to slightly lower interest rate assumption in this iteration of the financial plan.

6.53. Contribution to major repairs (depreciation) is a cash charge to the HRA to reflect the need to finance the replacement of components within HRA homes over time. The depreciation charges to the HRA are transferred into the Major Repairs Reserve (MRR). The Major Repairs Reserve is used to build up capital sums that can be used to finance the capital programme.

6.54. The proposed HRA capital programme supports the delivery of over £3.39bn investment in the Council's existing stock over the next 30 years, and the delivery of over 3,000 new council homes by March 2031.

6.55. There are of course risks, such as the impact of the current inflation and interest rate rises on collection of rent, capacity to build, and overall sustainability of the HRA. However, these risks have been factored into this iteration of the HRA budget/Business Plan. The forecast revenue contribution to capital outlay (RCCO) is currently at £2.62m in 2026/27 and £11.85m over the proposed MTFS period (2026/27-2030/31).

6.56. There is an ongoing review and work to identify further efficiencies and savings proposals to ensure that the RCCO is increased and closer to the internal target of £8m. It should be noted that the financial plan recognises the management of risks in these periods through the use of its working balance which is currently projected at £21m by March 2026.

<u>Proposed HRA Business Plan (2026/27-2030/31)</u>

6.57. The proposed HRA 5-year Budget/Business Plan is set out in Table 6 below. It accommodates the scale of development currently assumed within the business and financial planning process in terms of its impact of future years' HRA revenue position.

6.58. It also takes into consideration the current inflation and interest rates (3.8% and 4.6% respectively) and its impact in next year's rent charges. The proposed HRA budget for 2026/27 to 2030/31 is as shown below in Table 6.

Table 6 – Housing Revenue Account Budget 2026/27 to 2030/31

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	**Total**
Income & Expenditure	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**5 Years**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Income						
Dwellings Rent Income	(128,075)	(138,750)	(152,834)	(168,261)	(179,570)	**(767,490)**
Void Loss	2,713	1,498	1,637	1,792	1,897	**9,537**
Hostel Rent Income	(2,001)	(2,058)	(2,116)	(2,176)	(2,237)	**(10,588)**
Service Charge Income	(18,673)	(19,061)	(20,205)	(21,530)	(22,440)	**(101,909)**
Leaseholder Income	(11,048)	(11,316)	(11,590)	(11,871)	(12,159)	**(57,984)**
Other Income (Garages /Aerials/Interest)	(2,571)	(2,661)	(2,714)	(2,767)	(2,816)	**(13,529)**
Total Income	**(159,655)**	**(172,348)**	**(187,822)**	**(204,813)**	**(217,325)**	**(941,963)**
Expenditure						
Repairs	39,241	34,595	33,826	33,134	33,993	**174,789**
Housing Management	34,541	35,155	36,069	37,051	37,910	**180,726**
Estates Costs (Managed)	16,090	16,919	18,020	19,299	20,163	**90,491**
Provision for Bad Debts (Tenants)	1,404	1,499	1,638	1,793	1,898	**8,232**
Provision for Bad Debts (Leaseholders)	275	288	300	314	328	**1,505**
Other Costs (GF Services)	3,810	3,886	3,964	4,043	4,124	**19,827**
Other Costs (Property/Insurance)	4,937	5,036	5,136	5,239	5,344	**25,692**
Capital Financing Costs	31,919	43,390	59,357	72,244	82,617	**289,527**
Contribution to Major Repairs (Depreciation)	24,823	26,219	28,108	29,607	30,565	**139,322**
Revenue Contributions to Capital	**2,615**	**5,361**	**1,404**	**2,089**	**383**	**11,852**
Total Expenditure	**159,655**	**172,348**	**187,822**	**204,813**	**217,325**	**941,963**
HRA (Surplus) / Deficit	0	0	0	0	0	0

6.59. The subsequent 5 years depicts an improvement in the HRA financial position as shown in Table 6.1.

Table 6.1 – Housing Revenue Account 2031/32 to 2035/36

Housing Revenue Account (HRA)	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Income & Expenditure	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**5 Years**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Income						
Dwellings Rent Income	(189,291)	(198,600)	(206,611)	(212,463)	(218,479)	**(1,025,444)**
Void Loss	1,989	2,094	2,182	2,243	2,305	**10,813**
Hostel Rent Income	(2,300)	(2,365)	(2,432)	(2,501)	(2,572)	**(12,170)**
Service Charge Income	(23,274)	(24,237)	(25,027)	(25,528)	(26,038)	**(124,104)**
Leaseholder Income	(12,453)	(12,754)	(13,062)	(13,377)	(13,700)	**(65,346)**
Other Income (Garages /Aerials/Interest)	(2,856)	(2,899)	(2,945)	(2,997)	(3,065)	**(14,762)**
Total Income	**(228,185)**	**(238,761)**	**(247,895)**	**(254,623)**	**(261,549)**	**(1,231,013)**
Expenditure						
Repairs	34,857	35,817	36,827	37,709	38,446	**183,656**
Housing Management	38,756	39,656	40,510	41,283	42,071	**202,276**
Estates Costs (Managed)	20,952	21,868	22,610	23,062	23,523	**112,015**
Provision for Bad Debts (Tenants)	1,990	2,095	2,183	2,244	2,307	**10,819**
Provision for Bad Debts (Leaseholders)	343	358	373	390	408	**1,872**
Other Costs (GF Services)	4,207	4,291	4,377	4,464	4,553	**21,892**
Other Costs (Property/Insurance)	5,451	5,560	5,671	5,784	5,900	**28,366**
Capital Financing Costs	88,440	91,006	92,995	93,725	94,007	**460,173**
Contribution to Major Repairs (Depreciation)	31,671	33,087	33,704	34,333	34,973	**167,768**
Revenue Contributions to Capital	**1,518**	**5,023**	**8,645**	**11,629**	**15,361**	**42,176**
Total Expenditure	**228,185**	**238,761**	**247,895**	**254,623**	**261,549**	**1,231,013**
HRA (Surplus) / Deficit	0	0	0	0	0	0

Proposed HRA 5 Years Capital Programme (2026/27 – 2030/31)

6.60. The HRA has a significant capital investment programme. This programme can be divided into two main strands: investment in existing housing stock and investment in delivering and acquiring new housing into the HRA.

6.61. Both strands are essential to ensure that all residents are living in good quality, safe, secure housing. They are also essential to ensuring the long-term financial sustainability of the HRA. Investing in the Council's housing now means that in the longer term the cost of repairs and disrepair is minimised. Establishing a holistic programme of planned investment helps us to ensure that these works provide value for money and the programme ensures the long-term safety of our homes, and their sustainability.

6.62. Investing in new housing – whether that is through the direct delivery of newly built housing, the acquisition of newly built housing or the acquisition of existing homes, generally used to provide accommodation for homeless households,

supports the long-term sustainability of the HRA by growing the revenue base through increased rental income.

6.63. The HRA Business Plan is geared towards maximising the use of other available resources and use of borrowing as last resort, while maintaining a minimum working balance of £20m. The capital programme funding is through a mix of grant funding, S106 monies, revenue contributions and prudential borrowing. The total capital investment in 2026/27 is expected to be £389m, fully funded from grants, the Major Repairs Reserve, revenue contributions, RTB retained capital receipts, leaseholder contributions and borrowing. Details are set out in Table 7 for forecast capital spend between 2026/27 to 2030/31.

Table 7 – Proposed HRA 5 Year Capital Programme (2026/27 – 2030/31)

Housing Revenue Account (HRA)	Year 1	Year 2	Year 3	Year 4	Year 5	**Total**
Investment & Financing	**2026-27**	**2027-28**	**2028-29**	**2029-30**	**2030-31**	**5 Years**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Capital Investment						
Major Works (Haringey Standard)	79,829	79,915	81,198	69,844	75,799	**386,585**
Fire Safety Works	8,183	7,297	5,508	5,618	1,146	**27,752**
Broadwater Farm Works	5,283	25,553	28,465	24,223	19,559	**103,083**
Total Existing Stock Investment	**93,295**	**112,765**	**115,171**	**99,685**	**96,504**	**517,420**
New Homes Build Programme	158,993	270,662	221,423	199,153	95,767	**945,998**
New Homes Acquisitions	18,788	34,034	12,081	1,589	1,180	**67,672**
Existing Homes Acquisition	104,820	107,965	111,204	114,540	117,976	**556,505**
Total Capital Investment	**375,895**	**525,426**	**459,878**	**414,968**	**311,426**	**2,087,593**
Capital Investment Financing						
Grants (GLA)	229,008	90,090	90,772	73,494	45,464	**528,828**
Major Repairs Reserve	24,823	26,219	28,108	29,607	30,565	**139,322**
Revenue Contributions	0	4,618	1,883	1,415	577	**8,493**
RTB Capital Receipts	10,077	7,500	7,500	5,000	5,000	**35,077**
Leaseholder Contributions to Major Works	7,197	7,386	7,462	7,587	7,388	**37,020**
Other Subsidy (Existing Homes Acquisition)	16,538	11,482	18,102	22,270	23,988	**92,380**
Market Sales Receipts	7,290	0	0	6,840	0	**14,130**
Borrowing	**80,962**	**378,131**	**306,051**	**268,753**	**198,445**	**1,232,342**
Total Capital Financing	**375,895**	**525,426**	**459,878**	**414,966**	**311,427**	**2,087,592**

6.64. The projected HRA capital programme budget over the subsequent 5 years is as shown in Table 7.1 below.

Table 7.1: Projected HRA Capital Programme (2031/32- 2035/36)

Housing Revenue Account (HRA)	Year 6	Year 7	Year 8	Year 9	Year 10	**Total**
Investment & Financing	**2031-32**	**2032-33**	**2033-34**	**2034-35**	**2035-36**	**5 Years**
	£'000	£'000	£'000	£'000	£'000	**£'000**
Capital Investment						
Major Works (Haringey Standard)	63,790	60,654	63,035	76,215	52,641	**316,335**
Fire Safety Works	1,169	1,192	1,216	1,216	1,241	**6,034**
Broadwater Farm Works	20,875	9,669	1,746	350	200	**32,840**
Total Existing Stock Investment	**85,834**	**71,515**	**65,997**	**77,781**	**54,082**	**355,209**
New Homes Build Programme	51,653	21,522	0	0	0	**73,175**
New Homes Acquisitions	34	0	0	0	0	**34**
Existing Homes Acquisition	0	0	0	0	0	**0**
Total Capital Investment	**137,522**	**93,038**	**65,997**	**77,780**	**54,084**	**428,419**
Capital Investment Financing						
Grants (GLA)	10,106	10,363	0	0	0	**20,469**
Major Repairs Reserve	31,671	33,087	33,704	34,333	34,973	**167,768**
Revenue Contributions	1,590	5,115	8,512	11,291	14,013	**40,521**
RTB Capital Receipts	0	0	0	0	0	**0**
Leaseholder Contributions to Major Works	6,856	5,778	5,082	4,774	5,095	**27,585**
Other Subsidy (Existing Homes Acquisition)	0	0	0	0	0	**0**
Market Sales Receipts	0	0	0	0	0	**0**
Borrowing	**87,297**	**38,695**	**18,700**	**27,384**	**0**	**172,076**
Total Capital Financing	**137,520**	**93,038**	**65,998**	**77,782**	**54,081**	**428,417**

6.65. The Council continues to have an ambitious HRA capital programme both in terms of investing in its existing stock and new build. The financial sustainability of this is reflected in the forecast revenue position as set out in Tables 6 and 6.1.

6.66. This Business Plan presents reprofiled costs in major works, carbon reduction, fire safety budget – to meet current regulatory requirements (Building Safety & Fire Safety legislation) and reach 100% Decent Homes standard, following self-referral.

<u>Investment in our existing stock</u>

6.67. The existing stock investment programme has been prioritised to achieve the following targets:

- Ensuring that 100% of homes meet the Government's Decent Homes Standard by the end of 2028, as agreed with the regulator of social housing, and to ensure all homes continue to meet the decency standard thereafter.
- Ensuring the Council's housing stock meets all regulatory and statutory obligations including those of the Building Safety and Fire Safety acts.
- Improving the energy performance of homes to minimise the impact of rising energy costs for tenants and to reduce carbon emissions.

6.68. A full stock condition survey was completed in 2024 and information was collected for 74% of the Council's properties. This ensures that the Council has the information needed to effectively plan for the required investment across the medium term. A new rolling stock condition survey programme has been initiated in 2025 which will survey 100% of our housing stock every 5 years.

6.69. The council is procuring four geographically based, long-term partnering contracts which will provide the Council with the capacity and capability required to deliver around £570m of the overall planned investment in homes over the next 10 years. These contracts will be mobilised and start on site in 2026/27.

Major Works & Decent Homes Works

6.70. The Council estimates that £110m will need to be invested by the end of 2028 in order to achieve the Council's target of ensuring all homes meet the decent homes standard by 2028. This will pay for new kitchens and bathrooms, improvements to heating and electrical systems and roof, window and door replacements.

6.71. Over the first 5 years of the programme, the Council will also be prioritising high-rise buildings to carry out building safety works and works to communal mechanical and electrical systems alongside decent homes improvements.

Carbon Reduction Works

6.72. The Council will be improving the energy performance of homes in order to reduce carbon emissions and minimise the effects of rising energy bills on tenants. The Council will be taking a fabric first approach by investing in improvements to windows, doors and wall and roof insulation. Where possible, works will be aligned with other major works programmes and comply with PAS2035/2030 standards.

6.73. Over the next 3 years, the Council will be delivering a retrofit programme to up to 154 properties, including on the Coldfall Estate in Muswell Hill. This will deliver up to £10m of investment which is being part funded by a Social Housing Decarbonisation Fund Grant of £1.7m. The measures being installed include energy efficient windows and doors; loft/roof insulation; external wall insulation and ventilation.

Fire Safety Works

6.74. The proposed 2026/27 budget and 10-year Business Plan is to ensure that all housing stock continues to meet changing statutory requirements. The budget was refreshed in last year and additional investment of £2m was added over the planning period to ensure that the requirement of the recent Fire Safety (England) Regulations 2022 are met. The programme includes front entrance

door replacements, window infill panel replacements, Automatic Fire Detection (AFD) to street properties, automatic Fire detection and compartmentation works to timber clad buildings, Intrusive Fire Risk Assessments (FRA) and follow up works.

New Homes

6.75. Haringey has a significant housing delivery programme, with the ambition to deliver 3,000 Council homes by 2031. By the end of 2025, it is forecast that over 1,000 households will have moved into newly build council homes as part of the programme. These are the first new council homes in Haringey for forty years.

6.76. Haringey's programme is supplemented by significant grant subsidy from the Greater London Authority (GLA). The anticipated capital spend to 2031 allows the Council to deliver 3,000 Council homes at approximately £619m, of which around £343m is grant subsidy.

6.77. The programme is a mix of homes that are being directly delivered by Haringey, and homes that have been acquired by the Council.

6.78. This financial plan continues to provide for financial resources to meet the Council's commitment to the delivery of high-quality Council homes. This is an integral part of the Council's core HRA business, with a delivery programme that is viable in the long term.

6.79. The new homes are designed through an iterative process of consultation and engagement with Members, planners, and the community.

6.80. Clear, explicit design principles mean that these homes will have the highest standards of design quality – so that homes are beautiful, but also safe, comfortable, and accessible. They will also be easy and affordable to look after for the Council and for the tenant.

6.81. Climate change, carbon management, and sustainability is integral to the design of the Council's new generation of Council homes with the Council targeting zero-carbon and Passivhaus on every development.

6.82. More than 10% of current new homes are fully wheelchair accessible, with a target of 20%. Through the Bespoke Homes programme, the Council are actively identifying households on the housing register with specific accessibility needs in order to ensure that new homes are designed for them. Additionally, 10% of the programme will be delivered as supported housing for people who need additional support to live independently. It is expected that these supported housing units will also lead to reduced costs on the General Fund of supporting these individuals in temporary accommodation in the future.

6.83. Some of the housing delivery schemes are providing a significant number of new council homes for the borough, or are providing much needed supported housing are listed below:

- Wingspan Walk - 272 new council homes including homes for people over 55
- 14 new council homes in partnership with a supported housing provider to provide support for survivors of domestic abuse under the GLA DASHA Programme
- Mallard Place - 150 new council homes
- Sir Frederick Messer Estate - 66 new council homes
- St. Ann's Hospital - 144 new council homes including a specialist supported housing building
- Mecca Bingo - 78 new council homes as part of a larger multi-tenure scheme including student housing, commercial space and a pocket park
- High Road West – 546 new council homes as part of a significant new scheme
- Selby Urban Village – 202 new council homes as part of a significant new scheme
- Alexandra Gate – 46 new council homes

Broadwater Farm Improvement Works and New Build Programme

6.84. The Broadwater Farm (BWF) improvement programme aims to regenerate the whole estate with £250m of planned investment which will deliver over 300 new homes, will retrofit more than 800 existing homes and will make improvements to the public realm and facilities. This is part of the Council's broader Housing Delivery Programme and will make a significant contribution to the Council's overall new council housing target.

6.85. The programme will support social value and placemaking. The Social Value commitments made by contractors will deliver measurable and impactful training, employment and social opportunities.

6.86. New housing, retail units, a health centre and enterprise units will be delivered, alongside major public realm improvements. In terms of improvements to existing homes and blocks, this will include new flooring, structural water-proofing, improved energy performance and accessibility works.

Existing Homes Acquisitions – homeless households

6.87. The Council's acquisition programme for homeless households is based on the purchase of homes and subsequent leasing to the Haringey Community Benefit Society (HCBS) to provide housing to households in housing need nominated to it by Haringey Council. This scheme will generate adequate rental income to cover the cost of capital and associated cost. There is also a General Fund (GF) saving generated by the provision of homes to homeless households in the HRA via a reduction in the use of privately-owned temporary accommodation in GF. This plan recognises the proposal for an additional 250 homes as part of the temporary accommodation reduction plan. These will be funded by government grant, General fund capital contribution and borrowing in the HRA.

6.88. The Council manages risks to the HRA and plans for uncertain future scenarios, for example rises in interest rates, and increase in construction costs, and higher pay awards. The HRA's reserves exist to ensure that the HRA is sufficiently robust to manage these uncertainties and any others that could occur.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'

7.1. This report sets out the Council's commitment to 'creating homes for the future'

8. Carbon and Climate Change

8.1. This report contributes to the Council's commitment of 'responding to the climate emergency' and details are contained throughout the report.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Finance

9.1. This Housing Revenue Account Business Plan is largely a finance report and financial implications are set out throughout the report.

9.2. The plan is reporting a balanced position over the next ten years, albeit below the target annual contribution to capital of £8m and debt and forecasting borrowing levels are high. However, this recognises the Council's strategy of short and medium term capital investment into its existing stock and new homes over the next five years which leads to increased rental income in latter years as an increased number of new and existing properties complete and become operational. This supports the longer term financial sustainability of the housing revenue account.

9.3. Each year, indicators are used to measure the financial sustainability of the plan. Interest costs as a percentage of rents is a key performance indicator for financial sustainability and a measure of affordability. This ratio is set at minimum of 1.10 (interest cover). This means the HRA should generate enough surplus to cover the borrowing cost plus additional 10%. Over a long term this metric is forecast to increase above the 1.10 mark.

9.4. The financial model for the HRA tracks the loan to property values (LTV) and this has been set at 50% maximum. The current LTV forecast over the next ten years does not exceed 50%. Within the Housing Revenue Account, no Minimum Revenue Provision is made for the provision of the repayment of debt. Based on this business plan and the level of investment required over the next 10 years that will need to be funded through borrowing, this assumption will be reviewed annually to protect the long term sustainability of the account.

9.5. As part of the annual review of the Business Plan in summer 2027, all expenditure within the Housing Revenue Account will be subject to review to ensure that services to tenants continue to be provided as efficiently and offer

good value for money and work towards increasing the annual contribution to capital closer to the £8m internal target.

9.6. Although a balanced position has been reported for 2026/27, there are a number of risks to the HRA that the Council is monitoring and managing

9.7. The interest rate on borrowing is assumed at 4.6% based on the latest advice from Treasury Advisors. Given the level of debt (£679m at January 2026) and forecast capital investment over the next five years (£2.09bn) any change in this assumption will impact on the finance position. Every 1% increase in the interest rate would increase interest costs by £0.56m. When interest rates remain above the target of 2%, future year's business plans may need to consider whether to slow down the rate of capital investment or prioritise within a smaller financial envelope.

9.8. The pay award for 2026/27 has not yet been agreed and has been assumed at 3.5% within this plan. Staffing costs are currently 25.3% of projected spend in the HRA and a 1% increase in the pay award will result in additional costs of £0.39m.

9.9. The inflation rate on contracts is assumed at 3.8% but with 15.9% of the budget being on contract spend, a 1% increase in inflation would increase costs by £0.25m

9.10. Costs associated with legal disrepair continues to be a spending pressure and assumptions have been made for costs expected in 2026/27 but this continues to be an area of uncertainty.

9.11. Although the budget has been set based on the latest in year position and projected costs for 2026/27 using the assumptions above, the Council recognises that there are a number of risks. For this reason, the reserve balance has been retained at £20m, which exceeds the benchmark of 10% of turnover and the assumptions in this business plan will remain under regular review in year and as part of the next iteration of the business plan published in Autumn 2026.

Procurement

9.12. Procurement notes the contents of the report.

Head of Legal & Governance

9.13. The Assistant Director of Legal & Governance has been consulted in the content of this report. The Council has a duty to keep a HRA under section 74 of the Local Government and Housing Act 1989, the keeping of which must be in accordance with Schedule 4 of that Act. Under Schedule 15 of the Localism Act 2011, local authorities were required to be self-financing in relation to their housing stock, financing their housing stock from their own rents. This report does not raise any legal issues.

Equality

9.14. The Council has a public sector equality duty under the Equality Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between people who share those protected characteristics and people who do not;
- Foster good relations between people who share those characteristics and people who do not.

9.15. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

9.16. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.17. This report details the draft medium term financial strategy for the HRA. Cabinet is asked to approve the business plan. This decision is needed to ensure that the Council has a sustainable HRA. A sustainable HRA means that the council as a landlord can provide services to council tenants and leaseholders, and can invest in their homes, and in new homes for future tenants and leaseholders.

9.18. Ensuring a sustainable HRA benefits two groups in particular. The first group is our existing council tenants and leaseholders, since they live in homes owned and managed by the council. The second group is households on the council's housing register, in particular those in bands A and B, since they stand to benefit from new council homes brought forward in the borough.

9.19. Haringey Council's tenant population shows the following characteristics compared to the wider borough population:

- a significantly higher proportion of young people (under 24) and older people (over 50).
- a significantly higher proportion of individuals who have a disability under the Equalities Act.
- a slightly higher proportion of individuals who report their gender identity as different from sex registered at birth.
- a significantly lower proportion of individuals who are married or in a registered civil partnership.
- a significantly higher proportion of individuals who identify as Muslim, and slightly higher proportion of individual who identify as Christian, Buddhist or another religion. This is countered by a significantly lower proportion of tenants who don't associate with any religion or identify as Jewish, Hindu or Sikh.
- a significantly higher proportion of female individuals.

- a significantly lower proportion of individuals who report their sexual identity as something other than Straight or Heterosexual

9.20. Building new council homes benefits existing council tenants in housing need, and households currently living in temporary accommodation. Data held by the council suggests that women, young people, and people who are BAME are over-represented among those living in temporary accommodation. Furthermore, individuals with these protected characteristics, as well as those who identify as LGBTQ+ and disabled people are known to be vulnerable to homelessness.

9.21. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics.

10. Use of Appendices

None

11. Background papers

None

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Report for: Cabinet - 10 February 2026

Item number: 12

Title: 100 Woodside Avenue, N10- Sales strategy and updated total scheme costs

Report authorised by : Taryn Eves, Corporate Director of Finance and Resources

Lead Officer: Robbie Erbmann, Delivery Director, Housing Delivery, Finance and Resources

Ward(s) affected: Muswell Hill

Report for Key/ Non Key Decision: Key decision

1. Describe the issue under consideration

1.1 On 8 November 2022 Cabinet resolved to award a construction contract for the redevelopment of the Council owned site at 100 Woodside Avenue, N10 to build 41 homes. Of the homes being built, 32 are council homes and a further 9 are private homes to be sold on the open market.

1.2 The purpose of this report is to seek approval and delegated authority from Cabinet to agree the proposed sales strategy and to facilitate the disposal of nine open market for sale homes.

1.3 Cabinet is also asked to approve the revised budget for the scheme at 100 Woodside Avenue and note the updated financial position of the scheme.

2 Cabinet Member Introduction

The driving mission of this Council is to build a fairer and greener borough. London has a housing crisis – and we are seeing more and more local residents unable to afford rents, let alone afford to buy.

In order to do our part in addressing this situation, we, with financial support from both the Mayor of London and the government, are building at least 3,000 new council homes – at council rents. We are creating more genuinely affordable homes for local people.

Numbers are essential, but we're focused as much on quality as quantity. We're building homes that will last, with great insulation standards, great interior and exterior design standards and a strong mix of family and individual homes. Built to Passivhaus standards, these homes will be well-insulated, achieve

excellent airtightness and be as energy-efficient as possible, because we want homes that aren't just affordable to rent but affordable to run.

100 Woodside Avenue, currently under construction and almost completed, will soon bring a further 32 new council homes in the west of our borough and will provide four fully wheelchair-accessible 2-bedroom flats, ten 1-bedroom flats, thirteen 2-bedroom flats, five 3-bedroom family homes. Alongside the Council homes, 9 homes will be sold on the open market to bring in vital revenue to cross subsidise these council homes.

The scheme is in progress and when completed, will create a new community in Muswell Hill with over 830 square meters of fresh green landscaping, the planting of 46 new trees, a new subway to Parkland Walk, and an improved stairway to Woodside Avenue from Muswell Hill Road. The three buildings are tenure-blind, with the same materials and design details so that homes for council rent and those for sale are indistinguishable. At the centre of the three buildings is a communal courtyard garden, private gardens, and balconies. The communal courtyard garden and play spaces have been designed to be used by all residents throughout the scheme. The scheme has been carefully designed to integrate with the neighbouring Parkland Walk and Highgate Wood.

All three buildings have been designed to Passivhaus design principles to achieve the highest levels of energy efficiency. Triple glazed windows, photovoltaic panels on the roofs and additional insulation are just some of the measures that have been integrated into the design of the scheme. The combination of the contextual setting and the implementation of Passivhaus principles has led to a unique scheme which addresses design quality and sustainability as one. The 32 council homes will achieve Passivhaus certification, and this could not be a more significant moment in which to be building new genuinely affordable homes that will reduce energy use and costs to a minimum, future proofing against surges in energy prices and reducing the likelihood of energy poverty.

3 Recommendations

3.1 Cabinet is recommended:

3.1.1 To approve the disposal of nine open market sale units on the terms and in accordance with the and Sales Strategy set out in paragraph 7 this report;

3.1.2 To grant delegate authority to the Delivery Director, and section151 Officer, Corporate Director of Finance and Resources to dispose of each of the nine sale properties as part of the development at 100 Woodside Avenue, shown in the Exempt Part of this report, for a total capital receipt set out in the Exempt Part, and to approve the final terms of the disposal, and to enter into the contract and any associated documentation in connection with the disposal

3.1.3 Delegate authority to the Delivery Director of Housing Delivery, and s.151 Officer, the Corporate Director of Finance and Resources to make minor amendments to the Sale Strategy at paragraph 7 of this report.

3.1.4 To approve the increased budget as set out in the Exempt Part of this report.

4 Reasons for decision

4.1 Haringey has an ambitious and successful council house building programme which since its launch in 2018 has already delivered 840 new complete council homes, with the vast majority of these homes welcoming new tenants and their families in the last 18 months. Separately, more than 1,500 homes are currently under construction. This important programme is making a valuable and central contribution to addressing the pressing need for genuinely affordable accommodation in Haringey and in reducing the overall costs of temporary accommodation. The scheme at 100 Woodside Avenue, where construction has been under way for more than a year, will deliver 32 new council homes in the west of the borough (Muswell Hill) as well as nine homes for market sale. The sale of these homes will cross subsidise the 32 council homes, bringing financial viability to the whole scheme.

4.2 The council has already received consent to dispose of the nine homes for market sale at its 8 November 2022 Cabinet Meeting (Minute 83). The Cabinet report of November 2022 approved the disposal of the leasehold interests in the nine market-sale units: seven flats on 125-year leases and two houses on 999-year leases. This report now seeks authority to dispose of the leasehold interest in the seven flats on a 999-year leases and the freehold interest in the two houses due to better marketability

4.3 The proposed disposal of 9 units 2x houses (freehold disposals) and 7 x leases (999-year term) are permitted under paragraph A.3.1 of The General Housing Consent 2013. These Consents relate to disposals of HRA properties under section 32 of the Housing Act 1985. It permits a local authority to, (subject to certain limitations that are not applicable to this transaction), dispose of land for a price equal to its market value.

4.4 Now that the homes are within 12 months of completion, the council needs to finalise an agreed sales strategy and sale mechanism, that will allow sales to the housing development programme to follow a similar approach.

4.5 The scheme is complex and has been challenging resulting in extensive costs to replace sensitive underground infrastructure that has involved lengthy negotiations with third party interests. This has lengthened the construction programme significantly by c22 months in total. Furthermore, a higher number of complex legal matters and challenges has resulted in higher than anticipated legal costs

5 Alternative options considered

5.1 An option not to sell homes on the private market and retain the nine homes for affordable housing purposes has been considered. However, this option was rejected because it would impact on the viability of the scheme. Any proceeds raised from the sale of the nine homes will be used to cross subsidise this scheme and other council home schemes within the housing delivery programme.

5.2 The additional funding for the scheme, has been important work to deliver the overall scheme. Not replacing complex and critical sewer underground infrastructure servicing the new homes would have risked the entire development from going ahead affecting the overall delivery and construction of the scheme. A build over agreement is a planning condition that is required to be met, without which the scheme could not have continued.

6 Background information

6.1 On 8 November 2022, Cabinet approved the appointment of a main works contractor to deliver 41 homes at the former care home site located on the corner of 100 Woodside Avenue and Muswell Hill Road (Minute 83). Works commenced on site in September 2022. Construction is currently progressing at pace with an anticipated completion date in the second half of 2026.

6.2 The same cabinet also agreed to approve the disposal of a total of nine open market sale units to be constructed and contained within the development . The 2022 Cabinet report approved the disposal of the leasehold interests in the nine market-sale units: seven flats to be sold on 125-year leases and two houses to be sold on 999-year leases. This report now seeks authority to dispose of the leasehold interest in the seven flats on a 999 year leases and the freehold interest in the two houses due to better marketability. The 2022 report also noted that the disposals will only be implemented in the event that (if required) the consent of Secretary of State for each of the disposals has first been obtained. This report seeks to confirm the Council's powers to dispose of the nine market sale units.

6.3 The homes are designed to be built to 90% improvement on building regulations, consumption of fuel and power. In addition, there will be 9 open market sale homes. These will include 2 three bedroom townhouses and 7 one, two and three bedroom flats. These homes will be sold on the open market. Following a formal competitive tender process, a sales and marketing agent has been appointed to lead on the marketing and sale of these homes.

6.4 A highly complex scheme in a number of areas, the construction of this scheme has been challenging due to the buildings' proximity to the highway, as well as the retaining walls and abnormal work in the ground required for building over the mains sewer and three water mains as well as various service diversions. There has been difficulty accessing the site as it is in close proximity to the neighbouring school and there are also issues with getting deliveries into this location.

6.5 As such, construction was significantly impacted and delayed by the requirement to replace and remediate existing third party underground infrastructure including the replacement of c30 metres of cast iron pipe and further run of lining to the existing sewer downstream. Lengthy complex negotiations with the third party to agree the design and works has impacted the overall programme by c22 months. Under the JCT contract terms and conditions, the contractor is also entitled to extension of time loss and expense costs.

7 Sales Strategy

7.1 Proposed sales approach to the nine market sale homes

Lease arrangements for 7 private sales flats

7.2 The Government issued a Whitepaper on the 3rd March 2025, which sets out the government's intention to overhaul the current Leasehold system. The Government has pledged to issue a draft **Leasehold and Commonhold Reform Bill in early 2026**, which will outline the Government's proposals in detail, and will provide more details to the changes in legislation to address key issues in the current legislation. It is therefore unlikely that this option will be available in readiness for completion of the Development. There is broad political consensus and support for the proposals contained in the Bill.

7.3 In addition, the council has undertaken a review of the impact of retaining leases of any kind on the homes would be in conflict with the new emerging legislations and impact on sales values and the ability for buyers to secure mortgages.

7.4 As a result and in anticipation of the above proposed legislative changes, it is proposed the Council dispose of its seven, 1, 2 and 3 bedroom flats built within Block B on a long lease basis of 999 years, with the council retaining the freehold interest of the building and common parts.

7.5 The benefits to the Council is it retains ownership of the land and the building structure, which can be valuable over time. Ground Rent Income on long leases often include ground rent payments, providing a steady income stream (though recent reforms in the UK have limited this). Service charges and management fees the freeholder can charge for maintenance and services, will generate additional income to manage the block and common parts. Long leases are more attractive to buyers and mortgage lenders, making it easier to sell the flats.

Freehold transfer for 2 houses

7.6 Block C contains two 3 storey, three bedroom houses with front and rear gardens.

7.7 The freehold transfer of these two houses is proposed, with the usual rights and reservations included in the transfers to protect the Council's retained land, both

site specific and with access rights and service charges where relevant. This will also comply with the above legislation and the recommended sales advice.

7.8 There will be the usual rights and reservations included in transfers of houses combined with site-specific requirements such as access rights over the estate road, a service charge to maintain estate road, common parts and consideration of any easements to be granted to utility providers.

Estate Common Parts

7.9 It is proposed the council retain and manage all estate "Common Parts" with an estate service charge regime to be paid by all of the residents (Leaseholders, Freeholders and council tenants)

7.10 The council will retain control over the day-to-day decisions, priorities, or service standards, high standards of management will ensure that values remain positive on the development.

7.11 The council's inhouse teams will ensure the maintenance and management and compliance obligations are met on a day to day basis and overall for the development.

Sales strategy

7.12 The council does believe that it is important to offer local Haringey residents an opportunity to buy the sale properties first during the initial marketing period. There has already been significant local interest in these homes.

7.13 As a result, the council will operate a 'Local First' initiative that prioritises Haringey residents and key workers, offering them exclusive early access to information and viewing opportunities in the first 6 weeks after launching the properties on the market. Leveraging the local branch network in Haringey of our appointed agent to advertise and promote the scheme to Haringey residents first.

7.14 The next phase (after 6 weeks) should the properties not be sold, would focus on Greater London and a UK marketing push, if needed introducing the development to the rest of London and UK via property portals, the agents' website and targeted campaigns.

7.15 The disposals will be strategically managed through the Council's Disposal Board and individually managed through the recommendations set out in this report.

7.16 Under the Council's statutory powers contained in Section 32 of the Housing Act 1985, it may dispose of land held for housing purposes, but only with consent from the Secretary of State consent. Under the General Housing Consents 2013 ("the General Consents") the relevant provisions of A3.1.1 of

the General Consents, a local authority may dispose of land for a consideration equal to its market value. This means so long as the homes are sold are market value we can rely on general consent A3.1.1

7.17 see Exempt Part

7.18 see Exempt Part

7.19 see Exempt Part

8. see Exempt Part

9. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes'?

9.1 The recommendations in this report will support the delivery of the Housing Priority in the new Borough Plan, which sets out in its first outcome that *"We will work together to deliver the new homes Haringey needs, especially new affordable homes".* Within this outcome, the Borough Plan sets the aim to *"Ensure that new developments provide affordable homes with the right mix of tenures to meet the wide range of needs across the borough, prioritising new social rented homes".*

9.2 In particular, the recommendations in this report are explicitly about delivering the aim *"to deliver 3,000 new council homes at council rents by 2031".* The proposals in this report contribute directly to the strategic outcomes on new housing supply that are at the core of the aims of the Council as expressed in the Borough Plan.

9.3 Furthermore, the mix of homes to be delivered on the Cranwood site (both private and affordable) will meet local housing need, as defined within the latest LB Haringey Housing Strategy'.

10 Carbon and Climate Change

10.1 The development has been designed to include key Passivhaus principles addressing design quality and sustainability together as one. This will mean the energy performance of the building will give more certainty on tenants' energy costs thus future proofing against future surges in energy prices.

10.2 All of the different design elements support the overall energy performance on the building. Projecting balconies act as shading devices to prevent overheating. Solar panels are provided across the scheme, the roof is specifically orientated this way in order to maximise photo voltaic efficiency.

10.3 The south facing façades maximise solar gains by providing large amounts of glazing whilst looking over an extremely visual amenity. The balconies also

act as solar shading devices in the summer months to help with natural cooling. The small gallery access routes allow for significant cross ventilation and dual aspect homes across the scheme, a key consideration to help natural cooling in the summer months.

10.4 Overall, the development has been designed to include of a range of sustainability measures and achieve a 90% reduction in carbon emissions. Block A (Council rented homes) has the potential to achieve Passivhaus certification.

11 Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

11.1 **Legal**

11.2 Recommendation 3.1.2 seeks approval to sell nine private homes at the Woodside development on the open market. The nine private homes comprise the freehold interests in the two houses and the leasehold interests of seven flats each held on 999-year leases. It is noted that the Cabinet report of the 8 November 2022 approved the disposal of the nine private homes, however, that approval was for the seven flats on 125- year leases and two houses on 999- year leases. This report now seeks authority to dispose of the leasehold interest in the seven flats on a 999-year leases and the freehold interest in the two houses to improve marketability.

11.3 Under section 32 of the Housing Act 1985, a local authority has the power to dispose of land held by them, but not without the consent of the Secretary of State. Under the General Housing Consents 2013 (“General Consents”), the relevant provisions of A3.1.1 of the General Consents, a local authority may dispose of land for a consideration equal to its market value.

11.4 The proposed disposal of the nine homes falls within the definition of a ‘disposal’ under the General Consents which includes a freehold conveyance and the grant of a lease of any duration. The definition of ‘land’ includes dwelling-houses.

11.5 The definition of ‘market value’ under the General Consents means the amount for which a property would realise on the date of the valuation on a disposal between a willing buyer and a willing seller in an arm’s-length transaction after proper marketing where the parties had each acted knowledgeably, prudently, and without compulsion and where the market value is assessed not earlier than three months before the buyer applies or agrees to an offer in writing. A valuation report not older than three months is required before a price is agreed between the parties.

11.6 The proposed disposal of the nine private homes falls within the General Housing Consents 2013, as the units are to be sold at full market value and therefore meet the criteria for a disposal under Section 32 of the Housing Act 1985. The proposed disposals does not involve any element of undervalue or

a purpose outside the scope of the General Consents. As such, specific Secretary of State consent is not required for this disposal.

11.7 Recommendation 3.1.2 seeks approval to dispose of the nine units in accordance with the Sales Strategy in paragraph 7 of the report. Paragraph 7.2 of the report refers to the Government's White Paper published on 3 March 2025, and the proposed Leasehold and Commonhold Reform Bill expected in early 2026. This proposed legislation signals significant future reforms to the leasehold system. Although these proposals do not have statutory effect, they indicate a clear policy direction towards strengthening leaseholder rights and expanding the use of commonhold.

11.8 For the purposes of this disposal, the reforms are not expected to affect the Council's ability to sell the two freehold houses or the seven long- leasehold flats. However, the Council should note that further legislative changes may alter the rights of long- leaseholders, including enfranchisement, service charge regulation, and management rights. Also, that purchasers of the 999- year flats may acquire enhanced statutory rights once the reforms are enacted, but these changes would apply generally and are not specific to this transaction.

11.9 There is no current legal restriction arising from the White Paper or draft Bill that would prevent or delay the proposed disposal. Overall, the forthcoming reforms have been considered, but they do not create any legal impediment to the Council proceeding with the sale of the nine units.

11.10 The disposals will be overseen by the Council's Disposal Board, which forms part of the Council's internal governance for managing property disposals.

There are no further legal comments.

Finance

11.11 Finance confirms that the proposed sales strategy will impact positively on the Housing Revenue Account (HRA).

Finance notes the recommendation to approve a revised budget and can confirm that it can be contained within the HRA.

Further finance comments are provided in the Exempt report attached.

Procurement

11.12 Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the recommendation stated in paragraph 3 above.

Equality

11.13 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

11.14 The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

11.15 Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

11.16 The potential for disproportionate impacts on groups sharing protected characteristics has been considered. The homes will be made available to all eligible residents, including those with protected characteristics. In addition, the development includes 10% of fully wheelchair accessible and adaptable homes for residents who have disabilities. The Bespoke Housing Policy enables homes to be adapted for residents based on their individual needs.

12 Use of Appendices

Appendix 1 – Exempt Report

13 Background papers

None

Report for: Cabinet – 10 February 2026

Item Number: 13

Title: Admission to Schools - Determined Admission Arrangements for 2027/28

Report authorised by: Ann Graham, Director of Children's Services

Lead Officers: Jane Edwards, Director for Schools and Learning, Jane.Edwards@haringey.gov.uk

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Ward(s) affected: All

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. To continue to meet statutory requirements Cabinet are requested to determine the proposed admission arrangements for the school year 2027/28. These arrangements are in respect of the borough's community and voluntary controlled (VC) schools. Recommendations below (para. 3) also ask Cabinet to agree to their publication on or before 15 March 2026 on the Council's website, such details to include advice on the right of objection to the Schools Adjudicator.

1.2. This year the proposed admission arrangements for community and voluntary controlled (VC) schools included a proposal to reduce the published admission number (PAN) at selected primary and secondary schools across the borough. The list of schools where a reduction is being sought is provided in Table 1 at paragraph 5.13 below.

1.3. On 11 November 2025 Council's Cabinet agreed that statutory consultation should be carried out on the proposed admission arrangements between 27 November 2025 and 8 January 2026. This report provides details on, and an analysis of the representations received on all of our admission arrangements and makes recommendations on those proposed admission arrangements at para. 3 below.

1.4. The consultation carried out between 27 November 2025 and 8 January 2026 builds on previous Cabinet decisions taken in recent years to reduce the Published Admission Number (PAN) at a number of primary and secondary schools. Declining pupil numbers—primarily due to lower birth rates and outward migration—have already necessitated adjustments at the primary level. These demographic trends are now beginning to affect demand for Year 7 places at the secondary level.

1.5. Several schools have already taken steps to reduce their PANs in response to this changing context. Heartlands High School reduced its PAN from 240 to 210, effective from September 2025. Park View School and Hornsey School for Girls have agreed reductions from 216 to 189 and 162 to 135 respectively, effective from September 2026. These adjustments reflect a strategic response to demographic trends and support schools in maintaining sustainable class sizes, staffing structures, and high-quality education provision.

1.6. Furthermore, in response to local contextual changes, several secondary schools have now also agreed revised class size arrangements with their staff unions, increasing class sizes from 27 to 30 pupils. This adjustment is consistent with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as a standard class size in secondary education. The change enables schools to realise a range of operational and financial efficiencies, including more effective resource deployment and greater staffing flexibility. Further details on the benefits of this change are provided at paragraph 5.28 below.

1.7. The secondary schools referenced in this report as reducing their Published Admission Number (PAN) are therefore doing so to transition from a class size model of 30 pupils to 27. This approach supports schools in aligning their financial and staffing structures with current and projected pupil numbers, while continuing to maintain high standards of educational provision.

2. Cabinet Member Introduction

2.1. As a result of a very full consideration of all the available evidence, this paper recommends that Cabinet agree to determine the Council's admission arrangements for the academic year 2027/28 and the proposal to reduce the published admission number (PAN) for the primary and secondary schools listed in table 1 at para. 5.13 below. The full range of reasons for agreeing to the proposals are set out in the paper below.

3. Recommendations

Cabinet is asked:

3.1. To note that no responses were received during the consultation period, which ran from 27 November 2025 to 15 January 2026. The anticipated reasons for this outcome are outlined from para 7.7.

3.2. To consider and take into account the equalities impact assessment of the proposals on protected groups at appendix 7.

3.3. To agree the recommendation set out in this report to proceed with the proposal to reduce the published admission number (PAN) for the primary and secondary schools listed in table 1 below from September 2027.

3.4. To determine the Council's admission arrangements for the academic year 2027/28 as set out in Appendices 1 – 4.

3.5. To agree Haringey's fair access protocol as set out in Appendix 5 to come into force from 1 March 2026.

3.6. To agree that the determined arrangements for all maintained primary and secondary schools in the borough are published on the Council's website by 15 March 2025 with an explanation of the right of any person or body, under the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) Regulations 2012, to object to the Schools Adjudicator in specified circumstances[1].

4. Reasons for decision

[1] Paragraphs 19 – 24 of the Regulations

4.1. In common with many London authorities, Haringey has been experiencing a decrease in demand for reception school places for several years. The reasons for Haringey's declining numbers are multifaceted, but include a combination of falling birth rates, changes to welfare benefits, the housing crisis, increases in the cost of living, the withdrawal of the right of entry and freedom of movement from EU nationals (Brexit) and as a result of families leaving London during the Covid-19 pandemic. Many of these factors remain outside the Council's control and are at no fault of the schools or their current leadership.

4.2. A report on Managing School Places and Admissions in London published by London Councils in February 2025 provides some wider context and independent analysis of the issue.

4.3. While recent focus has largely been on reducing primary school capacity, forecast demand for secondary school places is also now declining. Year 7 intake is projected to fall below the notional capacity of 2,628 places by the end of the decade. In response, some reductions in secondary capacity have already been implemented to support the sustainability of the school estate and ensure provision aligns with projected demand.

4.4. From 2026, Year 7 capacity will reduce to 2,544 places, helping to manage surplus provision. This revised figure reflects permanent reductions at Heartlands High School (from 240 to 210 in 2025), and planned reductions at Hornsey School for Girls and Park View in 2026, to 135 and 189 places respectively. Further reductions may be necessary to maintain a balanced and efficient secondary school estate.

4.5. As previously mentioned, several secondary schools referenced in this report are adjusting their Published Admission Numbers (PAN) to reflect changes in class size models. Some are reducing PANs to move from 27 to 30 pupils per class. These schools have agreed with staff unions to increase class sizes from 27 to 30 pupils, in line with Department for Education (DfE) guidance, which recognises 30 as the standard class size in secondary education. This adjustment supports schools in achieving greater operational and financial efficiency through more flexible staffing and improved resource deployment. This approach also supports schools in aligning their financial and staffing structures with current and projected pupil numbers, while continuing to maintain high standards of educational provision.

4.6. The proposals outlined in this report to reduce Published Admission Numbers (PAN), including adjustments to class size models from 27 to 30 pupils per class, are intended to support schools in planning their staffing and educational provision more efficiently by aligning capacity with actual and projected demand. This approach reflects Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education and enables schools to realise operational and financial benefits. The consultation process we are seeking to initiate will gather stakeholder views on these proposals, with a final decision to be presented to Cabinet in February 2026.

5. Alternative options considered

5.1. We are not proposing any changes to the oversubscription criteria for community and voluntary controlled (VC) schools for the 2027/28 academic year. While the School Admissions Code (2021) allows for various mechanisms to influence the allocation of places—such as designated catchment areas, feeder schools, or prioritisation for

children eligible for the early years or pupil premium—no alternative option is being considered at this time.

5.2. Our aim is to support schools in achieving long-term sustainability and to introduce greater flexibility across the school estate in response to fluctuating population demand. Reducing PANs is one of several strategies available to schools, alongside strengthening partnerships through soft or hard federations and formal agreements such as memorandums of understanding.

5.3. Some neighbouring London boroughs have taken more radical steps to address surplus capacity, including school closures and amalgamations. Last year, the Council consulted on the future of three one-form-entry primary schools and subsequently approved their closure from 31 August 2025, with pupils transferring to local schools. These closures do not affect the consultation or determination of admission arrangements for schools governed by the local authority.

6. Background information

6.1. **Why do we consult?** - This report and the consultation that will flow from it will ensure that our proposed admission arrangements for 2027/28 are consulted upon and the co-ordinated scheme is set in accordance with the mandatory provisions of the School Admissions Code 2021 ('the Code').

6.2. The Code requires all admission authorities to publicly consult on their admission arrangements. If no changes are made to admission arrangements, they must be consulted on at least once every 7 years. The Code sets out that all admission authorities must consult in accordance with para. 1.42 of the Code where they propose a decrease to the PAN.

6.3. The Council is the admission authority for community and voluntary controlled (VC) schools within the borough and is therefore responsible for determining the admission arrangements for these schools.

6.4. Ensuring there is a transparent and objective school admissions process is a statutory and integral part of the Council's work. Oversubscription criteria must be reasonable, clear, objective, procedurally fair, and comply with all relevant legislation, including equalities legislation. Admission authorities must ensure that their arrangements will not disadvantage unfairly, either directly or indirectly, a child from a particular social or racial group, or a child with a disability or special educational needs, and that other policies around school uniform or school trips do not discourage parents from applying for a place for their child.

6.5. Academies, foundation schools and voluntary aided (VA) schools are their own admission authority; they must consult on and then determine their own admission arrangements by 28 February 2026. The Council has a statutory duty to monitor the arrangements determined by own admitting authority schools to ensure compliance with the Code. All schools must have admission arrangements that clearly set out how children will be admitted, including the criteria that will be applied if there are more applications than places at the school.

Fair Access Protocol (FAP)

6.6. An in-year fair access protocol has been agreed with all schools in Haringey to ensure unplaced children, especially the most vulnerable, are offered a school place without delay. This is a statutory requirement set out in the Code. In using the protocol,

Haringey ensures that these children and young people are shared fairly across all Haringey schools and that this process is open and transparent.

6.7. All Haringey schools, including schools that are their own admission authority continue to support the principles and approach of the fair access protocol. Paragraph 3 at Appendix 5 sets out that "it is essential to the success of the fair access protocol that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support." As part of this consultation, we ask key stakeholders (headteachers and governing boards) to review the protocol in order to make an assessment of its effectiveness. In line with para. 3.30 (b) of the Code, there is a requirement on all Local Authorities to assess their effectiveness of fair access protocols including how many children were admitted to each school under it. An annual report is produced and sent to the Office of the Schools Adjudicator with this information.

6.8. Is there any change this year and what is the potential risk? A decline in demand for school places has prompted the Council to consider reducing PAN at schools where capacity exceeds local need. This approach has enabled a more efficient distribution of places across the school estate, helping schools to strengthen their financial and organisational sustainability while continuing to meet the needs of their communities**.**

6.9. The Code sets out the requirement for all admission authorities to undertake statutory consultation where they propose a decrease to the PAN of schools. We are proposing PAN reductions to schools shown in Table 1 at para. 6.13 below for entry to September 2027/28.

6.10. The schools proposing reductions to their Published Admission Numbers (PAN) have done so in response to sustained changes in local demand. These proposals are also informed by a number of secondary schools moving from a class size model of 27 to 30 pupils, following consultation with staff unions earlier this year.

6.11. All governing boards support these reductions, recognising that they will enable more efficient use of budgets and resources by concentrating provision around fuller classes. This approach is intended to support school improvement and long-term sustainability. Importantly, governing bodies remain open to increasing PAN in future should demand rise, and the admissions process allows for flexibility—reductions can be reversed, and schools may choose to admit above PAN on a temporary or permanent basis, if needed.

6.12. In all cases, if no serious issues or objections are raised in responses to the consultation, Council's Cabinet are asked to agree to the reductions, as they will support overall school improvement and effectiveness and financial and other stability.

6.13. **The table below shows the proposed amendments to PAN for the affected schools.**

Table 1 - Proposed amendments to PANs for statutory consultation.

School	Determined PAN 2026	Proposed PAN for 2027	Reduction
Primary			
Rokesly Junior	90	60	-30
Secondary			
Park View	189	180	-9
Highgate Wood	243	240	-3

Gladesmore	243	240	-3

Rokesly Junior

A map showing Haringey's school planning areas, including all schools, is available on page 16 below.

6.14. **Rokesly Junior** is a primary Junior community school for children in Year 3 to 6 located on Rokesly Avenue N8 8NH and sits within planning area 2. The school normally admits 3 classes (90 pupils) per year. However, due to a decrease in the demand for school places, we proposed to Cabinet last year to reduce the Infant school PAN to 60 for the 2026/27 academic year. The current proposal is for a reduction in PAN to 60 for Rokesly Junior for September 2027/28 to keep in pace with the smaller cohorts working their way through to the Junior school.

6.15. The proposed reduction to the Infant school's PAN last year was prompted by the school only filling two forms of entry to Reception for September 2024. A temporary reduction in PAN was approved by the Schools Adjudicator[2], allowing a one-form entry reduction for that year. Given this, it was considered prudent to seek a permanent reduction for future years. This is due to infant class size regulations, which require an additional teacher for classes exceeding 30 pupils. Financially, the school will struggle to sustain the cost of a third teacher if future cohorts only slightly exceed 60 pupils.

6.16. The projected demand for Reception places in Planning Area 2 indicate no additional need between 2025 and 2030. In fact, demand is expected to continue declining, making it increasingly difficult for the school to fill a third class and justify the cost of an additional teacher. Currently, all year groups at the Infant School have 60 pupils or fewer. Therefore, the proposed reduction in PAN to 60 for Rokesly Junior School from September 2027/28 aligns with the smaller cohorts progressing through the school.

Park View

6.17. **Park View** is a mixed community secondary school for pupils in Years 7 to 11, located on West Green Road, London, N15 3QR. The school traditionally admits eight forms of entry (216 pupils) into Year 7. However, in response to declining demand for secondary school places, a proposal was submitted to Council's Cabinet last year to reduce the school's published admission number (PAN) by one form of entry—from 216 to 189—for the 2026/27 academic year. This reduction was necessary to align with the smaller primary cohorts now progressing into the secondary phase, and future projections which indicate no additional demand for Year 7 places through to 2030.

6.18. A further reduction in PAN from 189 to 180 is now proposed, following agreement with staff unions earlier this year on revised class structures. This change increases class sizes from 27 to 30 pupils and transitions the school to a model of six classes of 30. The adjustment is in line with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education. This shift will enable the school to achieve a range of operational and financial efficiencies, including more effective deployment of resources and improved staffing flexibility. Additional details on the benefits of this change are provided in paragraph 6.28 below.

6.19. Park View has experienced a steady decline in first-place preferences, falling from 130 in 2020 to 107 in 2025. Borough-wide, first-place preferences for secondary schools

[2] The Office of the Schools Adjudicator has jurisdiction to consider a proposed reduction of PAN via an in-year variation request.

have decreased from 2,670 to 2,304 over the same period. Although 189 places were offered at Park View on National Offer Day for Year 7 entry in September 2024, only 171 pupils are currently registered on roll for that cohort as of September 2025. The incoming Year 7 cohort for September 2025 also has 189 pupils offered a place, with no children currently on the waiting list. Additionally, there are 170 vacancies across Haringey's secondary schools as of September 2025, providing ample surplus capacity to accommodate late applicants at alternative schools. Projections further suggest that demand across the secondary estate will continue to decline, ensuring sufficient places will be available in future years for all Haringey residents at nearby schools rated 'Good' or 'Outstanding' by Ofsted.

Highgate Wood

6.20. **Highgate Wood** is a mixed community secondary school for pupils in Years 7 to 11, located on Montenotte Road in Crouch End, N8 8RN. The school typically admits nine forms of entry, accommodating up to 243 pupils in Year 7. A reduction in PAN from 243 to 240 is proposed, following agreement with staff unions earlier this year on revised class structures. This change increases class sizes from 27 to 30 pupils and transitions the school to a model of eight classes of 30. The adjustment is in line with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education. This shift will enable the school to achieve a range of operational and financial efficiencies, including more effective deployment of resources and improved staffing flexibility. Additional details on the benefits of this change are provided at paragraph 6.28 below.

6.21. While the school has historically been oversubscribed, it has experienced a gradual decline in first-place preferences—from 257 in 2020 to 213 in 2025. This trend mirrors a borough-wide reduction in first-place preferences for secondary schools, which have fallen from 2,670 to 2,304 over the same period. Despite continuing to admit a full Year 7 cohort, the school has seen a consistent year-on-year decline in its waiting list, reflecting a gradual easing in demand.

6.22. As of September 2025, there are 170 unfilled places across Haringey's secondary schools, indicating sufficient surplus capacity to accommodate late applicants at alternative schools. Forecasts suggest that this downward trend in demand will persist through to 2030, ensuring continued availability of places for all Haringey residents at nearby secondary schools rated 'Good' or 'Outstanding' by Ofsted. In addition to the direct benefits for the school, the proposed reduction in PAN contributes to the strategic sustainability of the wider school estate. It ensures that provision remains responsive to demographic trends and aligned with projected future demand, supporting more efficient use of resources and long-term planning across the borough.

Gladesmore

6.23. **Gladesmore** is a mixed community secondary school for pupils in Year 7 to 11, located on Crowland Road N15 6EB. The school typically admits nine forms of entry, accommodating up to 243 pupils in Year 7. A reduction in PAN from 243 to 240 is proposed, following agreement with staff unions on revised class structures. This change increases class sizes from 27 to 30 pupils and transitions the school to a model of eight classes of 30. The adjustment is in line with national funding assumptions and Department for Education (DfE) guidance, which recognises 30 pupils as the standard class size in secondary education. This shift will enable the school to achieve a range of operational and financial efficiencies, including more effective deployment of resources and improved staffing flexibility. Additional details on the benefits of this change are provided in paragraph 6.28 below.

6.24. While the school has historically been oversubscribed, it has experienced a gradual decline in first-place preferences—from 228 in 2020 to 150 in 2025. This trend mirrors a borough-wide reduction in first-place preferences for secondary schools, which have fallen from 2,670 to 2,304 over the same period. Despite continuing to admit a full Year 7 cohort, the school's waiting list has steadily diminished year on year, signalling a gradual reduction in demand. For Year 7 entry in September 2025, there were no pupils on the waiting list following national offer day, and it is likely that vacancies may arise in-year for this cohort.

6.25. As of September 2025, there are 170 unfilled places across Haringey's secondary schools, indicating sufficient surplus capacity to accommodate late applicants at alternative schools. Forecasts suggest that this downward trend in demand will persist through to 2030, ensuring continued availability of places for all Haringey residents at nearby secondary schools rated 'Good' or 'Outstanding' by Ofsted. In addition to the direct benefits for the school, the proposed reduction in PAN contributes to the strategic sustainability of the wider school estate. It ensures that provision remains responsive to demographic trends and aligned with projected future demand, supporting more efficient use of resources and long-term planning across the borough.

Can any risk be mitigated?

6.26. The proposals for reductions in PAN are to improve a schools' ability to efficiently plan their staffing and educational provision and not reducing could lead to schools suffering financial pressures leading to deficits, which for our maintained schools could then require a loan, further adding to the pressure in the Dedicated Schools Grant.

6.27. The admissions arrangements and the PANs are proposed and agreed by admission authorities 18 months before implementation, in accordance with the requirements of the Code. Consulting on reducing the PAN for entry in September 2027/28 gives schools sufficient time to review their internal structure so that any potential impact on staff reorganisation can be minimized. It will allow the school leadership team to offer a more accurate number of places and also help with long-term planning.

6.28. Due to local changes, the secondary schools displayed in the table above have agreed revised class structures with their unions, increasing class sizes from 27 to 30 pupils. This adjustment offers several operational and financial benefits:

- **Timetabling Efficiencies:** Larger class sizes allow for more streamlined timetabling, reducing the number of teaching groups and enabling more effective use of classroom space and teaching time.
- **Staffing Optimisation:** With fewer classes needed to accommodate the same number of pupils, schools can better allocate teaching staff, potentially reducing the need for additional recruitment and lowering staffing costs.
- **Financial Sustainability**: A class size of 30 aligns more closely with national funding models, helping schools maximise per-pupil funding and maintain financial viability.
- **Resource Allocation:** Economies of scale in teaching resources, planning, and delivery can be achieved, supporting more consistent curriculum coverage and reducing duplication.

This model supports schools in making their financial and staffing structures work as effectively as possible, while maintaining high standards of education delivery.

6.29. Our proposal will not adversely impact on families trying to access their local school with high quality provision. A projected surplus of school places across the school estate (both at primary and secondary level) means that we expect sufficient places to still be available for all local children.

6.30. 99% of our primary schools and all of our secondary schools in Haringey are rated 'Good' or 'Outstanding' by Ofsted and are able to support children with a wide range of abilities, special needs, disabilities and learning difficulties, from able, gifted and talented pupils to those with multiple and significant disabilities, medical conditions and learning difficulties. Even with these reductions, we are confident that the needs of the community can be met at local schools, and this will be borne out during the consultation process. We will closely monitor the number of applications received in the Autumn 2025 term and in future years and, in the event that there is an increase in demand for school places and additional places are required, schools can revert to their original PANs.

6.31. Adjusting the number of school places upwards or downwards is a key and statutory function of place planning so as to respond to demand. We continually monitor the number of school places we have available to ensure we are able to meet demand for places but not create an over or under supply of places. Without careful place planning, we would either fail in our statutory duty to provide sufficiency of places, or we oversupply places which creates a risk of serious financial burden on many of our primary schools. This in turn can negatively impact on schools' budgets and thus the quality of educational provision. School place planning is a statutory function for the Council, and this consultation will help us to ensure that we are able to continue to meet this duty but not to overprovide places.

6.32. The main part of a school's budget is made up of AWPU (Age Weighted Pupil Unit) from per-pupil funding and our schools being full contributes towards financial security in our schools. A benefit of planning places judiciously to account for fluctuations in demand is that it keeps rolls relatively buoyant across and beyond any local area (also known as a school place planning area) as the number of places available closely matches the birth rate and inward migration to our borough.

6.33. More details on how the Council plans for the sufficiency but not oversupply of school places is set out in our annual school place planning report, available to view at www.haringey.gov.uk/schoolplaceplanning.

Demand for Reception places – downward trajectory

6.34. Table 2 below shows the number of Reception pupils between 2012 and 2025 in Haringey has generally been on a downward trajectory from a high of 3,259 in 2012 to 2,657 in January 2025 (equivalent to around 20 forms of entry). The latest projections from our 2024 School place planning report (SPPR) suggest demand for school places will not exceed 2,500 between 2027/28 and 2031/32.

Table 2 - Reception rolls between 2012/13 and 2024/25.

Year	Reception roll as of January	Annual change	Percentage change over previous year	As a proportion of Jan 2013
2012/13	3,259 (Jan 2013)	61	1.9%	100%
2013/14	3,139 (Jan 2014)	-120	-3.7%	96%
2014/15	3,181 (Jan 2015)	42	1.3%	98%
2015/16	3,185 (Jan 2016)	4	0.1%	98%
2016/17	3,067 (Jan 2017)	-118	-3.7%	94%
2017/18	2,979 (Jan 2018)	-88	-2.9%	91%
2018/19	3,029 (Jan 2019)	50	1.7%	93%
2019/20	2,952 (Jan 2020)	-77	-2.5%	91%

2020/21	2,934 (Jan 2021)	-18	-0.6%	90%
2021/22	2,683 (Jan 2022)	-251	-8.6%	82%
2022/23	2,720 (actual Jan 2023)	+37	1.4%	83%
2023/24	2,652 (actual Jan 2024)	-68	-2.5%	81%
2024/25	2,657 (actual Jan 2025)	+5	0.2%	82%

Source: 2012/13-2024/25 PLASC School Census

6.35. First place preferences data (which is a strong indicator of the overall demand for places) for September 2025 were lower than in September 2024. See planning area level (last year's data in brackets). PA1: 526 (512) PA2: 624 (533) PA3: 331 (342) PA4: 573 (605) PA5: 598 (632). Total first place preferences since 2020 are as follows: 2020: 3,039, 2021: 2,562, 2022: 2,658, 2023: 2,688, 2024: 2,624, 2025: 2,652.

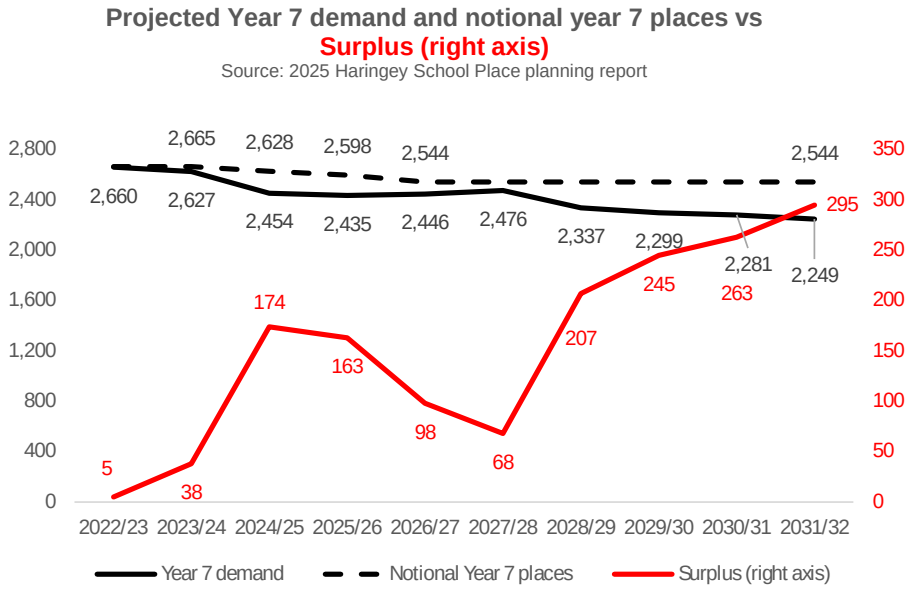
6.36. Haringey currently has a surplus of **276** Reception school places (year of entry) equivalent to nearly 10 forms of entry. This equates to a 9.8% surplus across our primary school estate. The 2025 School Place Planning Report (SPPR) projects further growth in primary school vacancies between 2025 and 2031 which will place a growing financial burden on Haringey primary schools.

6.37. Pupil numbers can fluctuate year on year, but the aim is to have 5-10% vacancies which will ensure there will be places to meet parental demand in each planning area and for those moving in mid-year, and secure stability for all schools. Having several schools with a PAN over 30 pupils above the level of their local demand means some schools attract a few pupils from further away requiring more classes to be run, but they are not economic, with a risk that if pupils join or leave, a class may need to be opened or closed. This disrupts education for all the pupils in the year group.

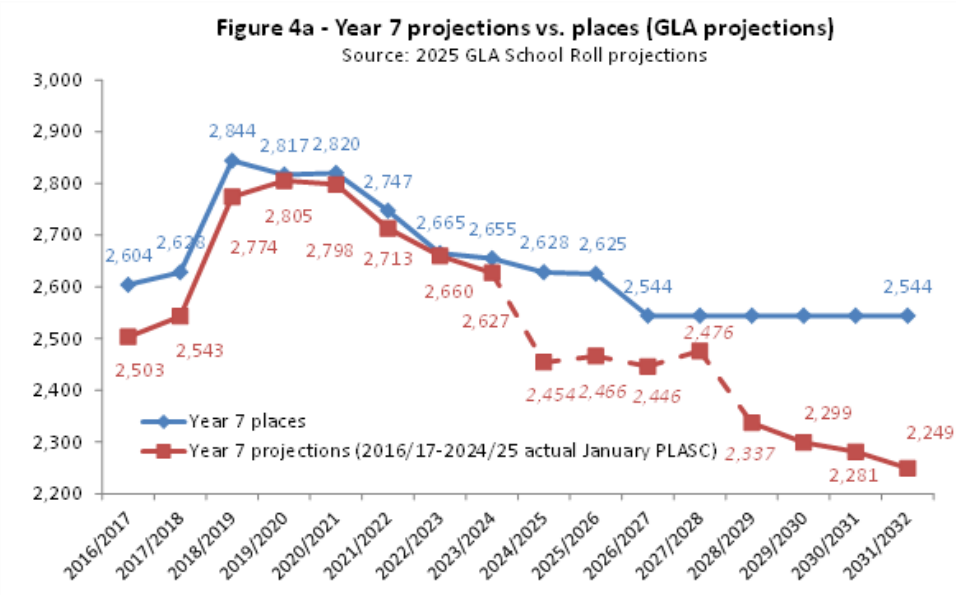
6.38. To balance school budgets, classes need to include 24 or more pupils. Schools with declining or volatile rolls face big changes in their annual budget, and consequent cuts in staff and risk financial deficit. The aim of PAN reductions is to match the operational level of schools to local demand and improve the focus of resources in each school on their pupils and reduce the risk of deficits. Meanwhile the physical capacity will remain available if demand rises, when it is possible to increase the PAN immediately, without consultation. It is considered prudent that in future PANs may be increased temporarily a year at a time, whilst parental demand is kept under review.

Demand for Year 7 places

6.39. A secondary place planning briefing was produced last year for all Secondary Headteachers prior to the publication of the 2024 School Place Planning report (SPPR) in June 2024. The data shown below has been reproduced showing the latest 2025 projections and reflecting changes in secondary capacity as shown below. Reducing our Y7 capacity to 2,544 from 2026 onwards has reduced the number of surplus place but further reductions in capacity are required.



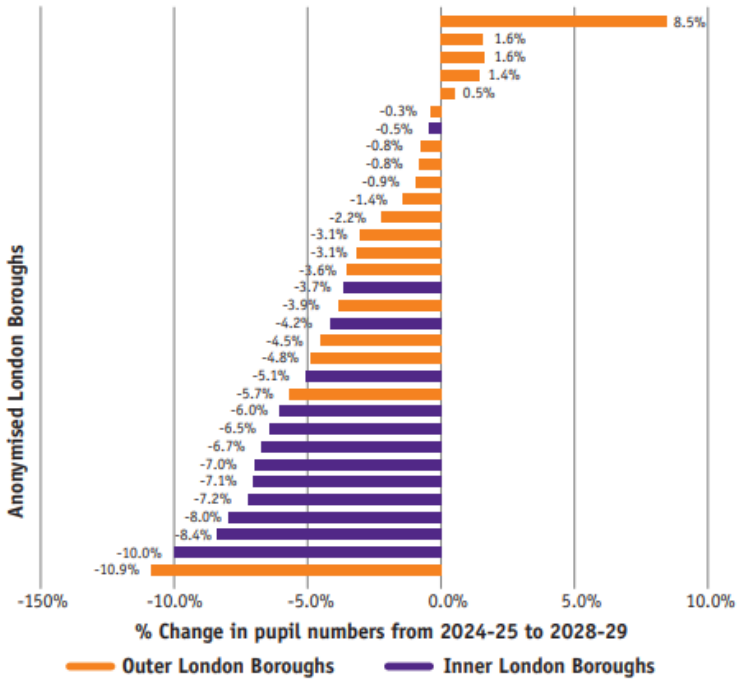
6.40. The latest data from the 2025 SPPR (Figure 4a) which features the latest projections from the GLA are shown below:



6.41. They show little material difference in the predominant issue of growing surpluses in Year 7 between now and the end of the decade (263 places). The 2025 projections are based on a new secondary PAN of 2,544 following the permanent reduction in capacity at Heartlands High from 2025 (240 to 210) and reductions in PAN at Hornsey school for Girls and at Park View in 2026 to 135 and 189 respectively.

6.42. This decline in secondary demand is not related specifically to Haringey. Data from London Councils (Graph 2) shows that only 5 boroughs are reporting an increase in projected change in Year 7 demand between 2024-25 and 2028-29. The average drop across London is 2.9%. This is important since it reduces the likelihood of our secondary schools from being “rescued” by demand from our neighbouring boroughs.

Graph 2: **Y7 SCAP % change between 2024-25 to 2028-29**



Source: London Councils – Managing falling school rolls in London (January 2024)

6.43. The data below shows year by year projections for Year 6 and Year 7 places using the latest data from the 2025 SPPR. It shows some variability but vacancies of between 3 and 10 forms of entry (based on standard class sizes of 30) between now and the end of the decade.

6.44. Based on the above decline reductions in secondary capacity should be undertaken to bolster sustainability across the school estate and ensure the provision of places meets projected demand.

6.45. As the Year 7 surplus grows year by year there will be a sustained growth in vacancies across the entire secondary cohort. Data on 11-15 year old projections and planned places is shown below. It clearly shows surpluses across the secondary cohort growing to around 1,000 places by the end of the decade.

6.46. To put 1,000 secondary places into a Haringey context data from the May 2025 School census indicates that our existing 12 secondary settings (Y7-Y11) vary in total pupil rolls between 668 and 1,342 with an average of 1,075 and a median average of 1,108.

Table 3 - Year 6 and 7 projections and planned places (Original GLA projection data)

	Year	Number of year 7 places	Number of year 6 pupils	Number of year 7 pupils	year 7 place shortfall / surplus	% of year 7 surplus places
Actual	2023/2024	2,665	2,825	2,627	38	1.4%
Actual	2024/2025	2,628	2,750 (actual Jan 2025)	2,454 (actual Jan 2025)	174	6.6%
Projection	*2025/2026*	*2,598*	*2,809*	*2,435*	*163*	*6.3%*
Projection	*2026/2027*	*2,544*	*2,795*	*2,446*	*98*	*3.9%*

Projection	*2027/2028*	*2,544*	*2,671*	*2,476*	*68*	*2.7%*
Projection	*2028/2029*	*2,544*	*2,658*	*2,337*	*207*	*8.1%*
Projection	*2029/2030*	*2,544*	*2,576*	*2,299*	*245*	*9.6%*
Projection	*2030/2031*	*2,544*	*2,575*	*2,281*	*263*	*10.3%*
Projection	*2031/2032*	*2,544*	*2,444*	*2,249*	*295*	*11.6%*

Source: 2018-2025 PLASC counts and GLA 2025 School Roll projections 10 year constrained and 3/4 Model. Note From September 2025 the PAN at Heartlands is reducing from 240 to 210.

Table 4 - 11-15 year old projections and planned places

Year	11-15 capacity (2018/19 – 2022/23) and planned places (2023/24 – 2030/31)	Number of 11-15 year old pupils *(projections from 2023/24 onwards)*	11-15 year old place shortfall/ surplus	% surplus / shortfall of 11-15 year old places
2024/25	13,515	13,249	266	2.0%
2025/26	*13,320*	12,890	*430*	*3.2%*
2026/27	*13,117*	12,633	*484*	*3.7%*
2027/28	*12,996*	12,456	*540*	*4.2%*
2028/29	*12,885*	12,155	*730*	*5.7%*
2029/30	*12,801*	11,976	*825*	*6.4%*
2030/31	*12,720*	11,840	*880*	*6.9%*
2031/32	*12,720*	11,660	*1,060*	*8.3%*

Source: 2018-2025 PLASC counts and GLA 2025 School Roll projections 10 year constrained and 3/4 Model Note From September 2025 the PAN at Heartlands is reducing from 240 to 210.

Housing development across the borough

6.47. At this stage it is unclear how much additional demand for school places will come from planned housing development. Our projections use data from the GLA (Greater London Authority) which make assumptions about the “child yield” from new developments, essentially the number of children that you might expect from the mix of proposed new housing.

6.48. In recent years and across most London boroughs these child yields have been considerably lower than anticipated. This may be in part related to the character of new properties, many of which are 1–2-bedroom apartments and which are not necessarily optimal for family living.

6.49. Further factors also include the affordability of larger housing in Haringey and across London and the additional impacts of Brexit and Covid-19, both of which have been linked to lower levels of demand for future school places as both factors have impacted birth rates across London and led to out-migration from Haringey and London.

6.50. Irrespective of whether new housing or some other dynamic creates additional demand for Reception places in future years the priority now is to ensure the sustainability and broad mix of all our secondary schools. This will ensure their continued success today and ability to absorb of potential additional pupils in future years.

Fully collaborative process and schools of all types

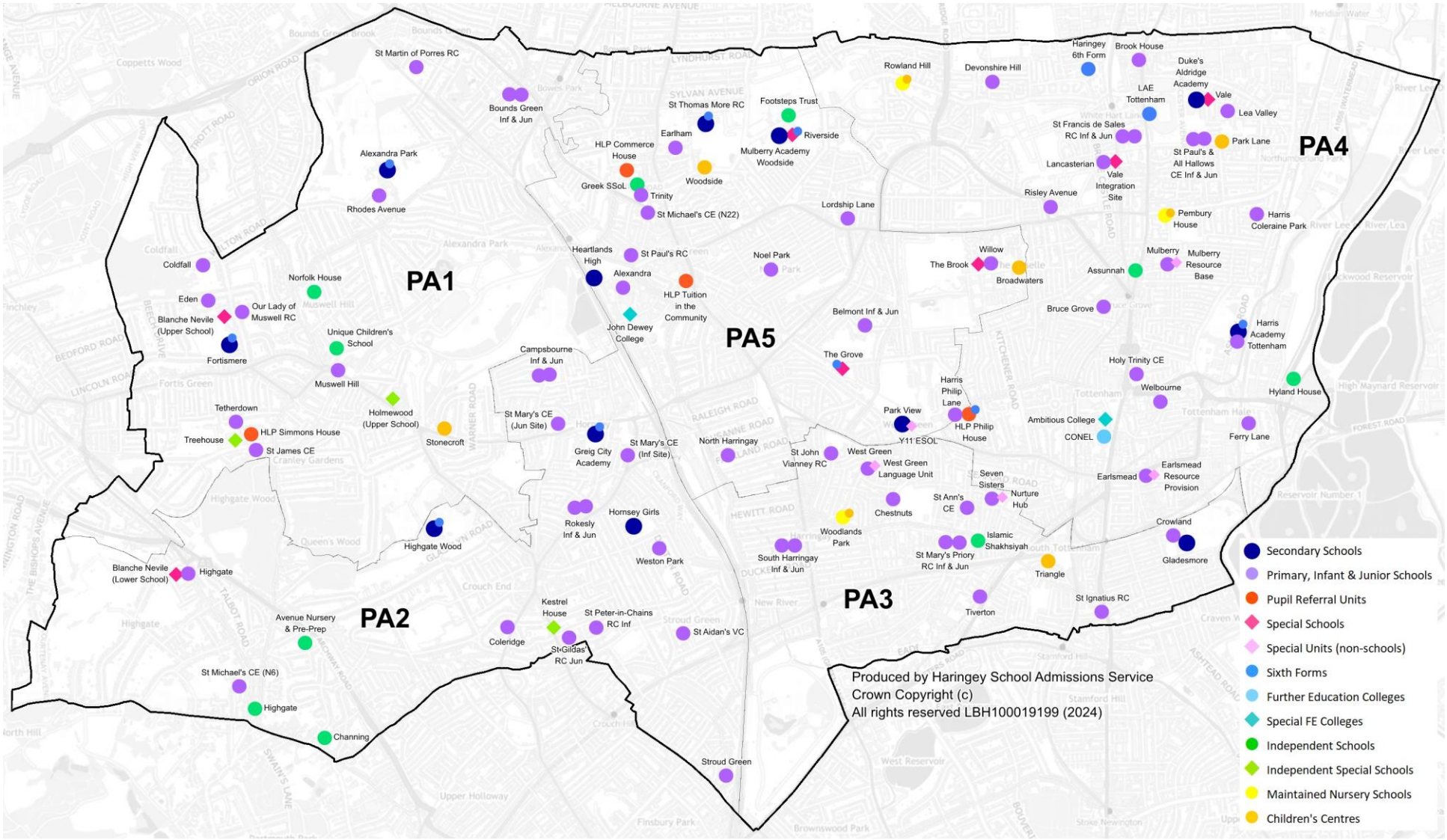
6.51. The proposals to reduce Published Admission Numbers (PANs) has been developed through a fully collaborative process involving key stakeholders, guided by two core principles:

a) **Parental preference will be protected**, with places remaining available for all Haringey residents at Ofsted-rated 'Good' or 'Outstanding' Haringey schools within a reasonable travelling distance.
b) **Flexibility will be maintained**, allowing any school that reduces its PAN to revert immediately to its original PAN should local demand increase.

The primary objective is to stabilise pupil intake across schools, enabling school leaders and governing boards to plan and deliver provision more effectively in response to local needs.

Academies, along with the London Diocesan Board for Schools and Westminster Diocese, have been engaged regarding the need to rationalise the number of available school places. Several primary academies and faith schools have already taken steps to reduce their Published Admission Numbers (PANs) in response to demographic changes within Haringey. In some cases, governing bodies have delegated this responsibility to the local authority, enabling adjustments to be made as part of the Council's annual consultation and determination of admission arrangements. We remain committed to a collaborative and phased approach, working in partnership with both academies and diocesan schools to ensure that provision is responsive, sustainable, and aligned with local needs.

Map of Haringey Planning Areas



7. Consultation

7.1. In accordance with paragraph 1.42 of the School Admissions Code (2021), a six-week consultation (27 November 2025- 8 January 2026) was carried out to invite anyone of interest to comment or object to the proposed admission arrangements for 2027/28.

7.2. A consultation document and online questionnaire via Commonplace were used as the basis of informing stakeholders of the proposals to reduce the PAN at the selected schools mentioned in this report.

7.3. The purpose of the consultation was to ensure that all voices and views could be heard, enabling parents, schools, religious authorities, and the local community to comment about our proposed admission arrangements and proposals to reduce PANs.

7.4. To ensure as wide a consultation as possible, a range of modes and methods of communication were used to inform and facilitate feedback from stakeholders -

- through the bi-weekly (term-time only) Haringey Schools Newsletter which is distributed to the headteacher and chair of governors of all schools in the borough
- to all children's centres in the borough
- to all registered nurseries and child minders and any other early year's providers
- on the Council's online admissions pages
- Individual school websites and noticeboards
- via information in all libraries across the borough
- to all councillors
- to all MPs in Haringey
- to the diocesan authorities and any other religious bodies
- other groups, bodies, parents and carers as appropriate

7.5. Stakeholders were given the opportunity to express their views in writing, via a questionnaire – both electronically via Commonplace or via the hard copy attached to the consultation document, by email and post.

<u>Equality and Diversity Monitoring</u>

7.6. As part of the consultation process, respondents were asked to complete an equality and diversity questionnaire, looking at Gender, Age, Ethnicity and Disability. The information collected will help identify any special requirements; promote equality; and improve choice and diversity. This information will only be retained and used for as long as is necessary. Where data is no longer required, it will be destroyed in line with relevant destruction policies and processes.

Consultation responses

7.7. The consultation period closed on 8 January 2026 with no responses received. This was despite publication on Commonplace and the Haringey website, as well as wide distribution of communications to key stakeholders, including schools, nurseries, early years providers, and neighbouring local authorities. To ensure that every reasonable step was taken to facilitate a meaningful consultation, the decision was made to extend the consultation by one week, until Thursday 15 January 2026. Unfortunately, this extension did not elicit any responses.

7.8. As outlined previously, consultation on admission arrangements is undertaken annually. These exercises often include questions on proposed changes to school capacity or related admissions issues. Where additional elements are included—such as significant changes to provision or the oversubscription criteria—response rates tend to be higher, as stakeholders are keen to express views on new or contentious proposals.

7.9. In years where no substantial changes are proposed, or where topics reflect ongoing themes (such as falling rolls across London), response rates are typically low. In some previous years, only a small number of responses have been received. This pattern has continued for the most recent consultation on PAN reductions, which has now occurred for a fourth consecutive year in Haringey and across many London boroughs. The absence of responses this year is therefore consistent with previous trends and may indicate confidence in the consultation process and the proposals presented.

Next steps

7.10. The Council's Cabinet is asked to determine the Council's admission arrangements for the academic year 2027/28 as set out in Appendices 1 – 4.

7.11. Council's Cabinet is recommended to agree the proposal to reduce the published admission number (PAN) for the Haringey schools cited in this report. In all cases, no serious issues or objections were raised in responses to the consultation. Council's Cabinet is therefore asked to agree the reductions, as they will support overall school improvement and effectiveness and financial and other stability.

7.12. In addition, Cabinet is recommended to agree Haringey's fair access protocol to come into force from 1 March 2026. The protocol ensures hard-to-place children are given a school place without delay and is a statutory requirement set out in the School Admissions Code 2021.

8. Contribution to the Corporate Delivery Plan 2024-2026

8.1. Ensuring we have a transparent and objective school admissions process with oversubscription criteria that is reasonable, clear, objective, and compliant with all relevant legislation, including equalities legislation, underpins theme 3 within the Corporate Delivery Plan which seeks to enable every child to have the best start in life with access to high quality education. By reducing the PANs at some schools, the council will ensure that schools remain viable, standards are maintained and improved, and that parents and carers still have a choice of good or outstanding Ofsted rated schools to choose from for their children.

8.2. Ensuring that we prioritise forms of school organisation that will remain financially viable under a range of different funding scenarios (i.e., organisational structures within and between schools that provide flexibility to address population change. Exploring creative and lasting solutions for school re-organisation, that minimise the risk of having to close schools in future and maintaining the current balance of provision across the borough that matches local need and strengthens local communities (including sufficient affordable SEND provision, balance of faith provision and LA/Academy Schools).

9. Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance, Equalities)

9.1. Below are financial, governance and legal and equality comments.

Finance

9.2. The Director of Finance has been consulted in the production of this report and confirms that apart from a small administrative cost there are no direct financial implications as a result of the proposals. However, it will help reduce the financial pressure on these individual schools. It is in the interest of the local authority to ensure that demand is as closely matched to supply as possible. Reducing PANs to match the demand would reduce school expenditure on staff not required to teach classes that are not required.

9.3. Reducing the PAN may mean fewer teachers are required by the schools, there is a risk that this could create redundancy costs in the short term, potentially the reduction could be met by not replacing staff.

9.4. Section 14 of the Education Act 1996 places a duty on local authorities to secure that there are sufficient primary and secondary school places in their area. There is a small risk that reducing school capacities could potentially leave the Council vulnerable to legal action for not meeting its target duty to provide sufficient school places, if we were in any danger of not being able to offer a "reasonable offer" to an applicant. However, the level of vacancies presently observed at both primary and secondary level would mitigate against that risk.

Director of Legal & Governance (Monitoring Officer)

9.5. The current School Admissions Code ('the Code') came into force in September 2021 and was issued by the Department for Education under section 84 of the School Standards and Framework Act 1998. The Code should be read alongside the School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012 ('the Regulations'').

9.6. The legislation and Code places statutory duties and mandatory requirements on admission authorities. The Council is the admission authority for its community schools and voluntary controlled schools. In determining its admission arrangements for 2027-2028 the Council must act in accordance with the Regulations and the provisions of the Code and ensure that the admission arrangements are compliant. It must also as a result of its duty under section 149 of the Equality Act 2010 have due regard to the need to eliminate discrimination, harassment and victimisation and any other conduct which is prohibited by or under that Act, advance equality of opportunity, and foster good relations in relation to persons who share a relevant protected characteristic and persons who do not share it.

9.7. The admission arrangements must set out the admission authority's practices and the criteria used to decide the allocation of school places are fair clear and objective. Paragraph 15 sets out a summary of how the process operates. This report is produced to discharge the authority's duty to determine its admission arrangements annually and where as in this instance changes are proposed, the requirement to first publicly consult on those arrangements subject to prescribed exceptions before determining the arrangements.

9.8. As part of determining its admission arrangements, the Council must set an admission number (called the Published Admission Number or PAN) for each school's "relevant age group" i.e. the age group at which pupils are or will normally be admitted to the school.

9.9. Consultation must be for a minimum of 6 weeks and must take place between 1 October and 31 January of the school year before those arrangements are to apply (the determination year). Consultation must be undertaken when proposals are still at a formative stage. It must include sufficient reasons for particular proposals to allow those consulted to give intelligent consideration and an intelligent response, adequate time must be given for this purpose, and the product of the consultation must be conscientiously taken into account when the ultimate decision is taken.

9.10. The report proposes to decrease the PAN of the community schools identified. Consequently, the Council must comply with the requirements of paragraph 1.45 of the Code that provides prescriptive provisions to discharge its duty to consult in these circumstances. Pursuant to the Code the Council must consult for the duration and time frame noted above and in addition to the governing body of the schools affected must also consult with the following stakeholders parents of children between the ages of two and eighteen; other persons in the relevant area who in the opinion of the admission authority have an interest in the proposed admissions; all other admission authorities within the relevant area; whichever of the governing body and the local authority who are not the admission authority; any adjoining neighbouring local authorities where the admission authority is the local authority and in the case of faith schools, the body or person representing the religion or religious denomination. The authority must also for the duration of the consultation publish a copy of the full proposed admission arrangements (including the PAN) on its website together with details to whom comments should be sent and the areas on which comments are not sought.

9.11. This report details the process being undertaken to discharge the Council's duties and responsibility to ensure that admission arrangements are compliant with the Code and relevant legislation. The draft arrangements contains the practices and criteria used and comply with the relevant legislation including equalities legislation. Parents and stakeholders are able to look at the proposed arrangements and understand easily how places will be allocated and given the opportunity to comment on the arrangement for 2027-2028 prior its determination.

9.12. Each year all local authorities must formulate and publish on their website by 1 January in the relevant determination year, a scheme to co-ordinate admission arrangements (the Scheme). The Scheme applies to the normal admissions round and late applications for all publicly funded schools within the Council's area. All admission authorities must participate in co-ordination and provide the local authority with the information it needs to co-ordinate admissions by the dates agreed within the Scheme. There is no requirement for local authorities to co-ordinate in-year applications, however, Haringey centrally co-ordinates for the vast majority of schools and has safeguarding protocols in place for tracking pupils admitted directly by some schools that administer their own in-year admissions. Cabinet Members will see the Proposed Co-ordinated Admissions Scheme at Appendix 8.

9.13. The Code requires that the Council must have a Fair Access Protocol, agreed with the majority of schools in its area, to ensure that, outside the normal admissions round, unplaced children, especially the most vulnerable, are offered a place at a suitable school as quickly as possible. Cabinet Members will see the Proposed In-Year Fair Access Protocol at Appendix 5.

9.14. The proposed admission arrangements for 2027-2028, the proposed co-ordinated scheme, the proposed fair access protocol, and the consultation (that has been undertaken in accordance with the mandated period between 1 October to 31 January for a minimum of 6 weeks) on the proposed admission arrangements for 2027-2028 would appear to be in compliance with the Code and the Regulations.

9.15. Once the admission arrangements have been determined the authority must comply with the process to notify the appropriate bodies and must publish a copy of the determined arrangements their website and ensure that the schools affected do so on their own websites by 15 March in the determination year.

9.16. In the event that some school posts are likely to become redundant as a result of a re-structure following reduction of PAN, schools should comply with their local procedures that are underpinned by their statutory duties under for example the Employment Rights Act 1996, Equality Act 2010, to ensure that the processes followed are lawful.

Equality

9.17. The Council has a public sector equality duty under the Equalities Act 2010 ('the 2010 Act') to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act. Advance equality of opportunity between people who share a "relevant protected characteristic" and people who do not share it.
- Foster good relations between people who share those a "relevant protected characteristic" and people who do not share it.
- A "relevant protected characteristic" is age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex (formerly gender) and sexual orientation.

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.18. The proposed admission arrangements set out in this report comply with the public sector equality duty and ensure that as an admission authority, the Council's arrangements do not directly or indirectly unfairly disadvantage an individual or group that possesses any of the characteristics defined in sections 4-12 of the 2010 Act.

9.19. An equalities impact assessment (EqIA) identified a disproportionate impact on the basis of gender - this proposal could adversely impact female teachers / female teaching assistants as several staff members at each school may be made redundant or re-deployed. This may be unavoidable as there is a greater concentration of females than males amongst teachers and teaching assistants in schools across Haringey and the country as a whole. To mitigate against any negative impact on staffing as a whole, the Council has ensured that the timing of the consultation allows schools sufficient time to review their staff structure, including allowing for natural wastage (staff voluntarily moving on), taking steps to redeploy staff to other departments/ schools, not renewing short-term contracts or reducing the use of agency staff.

9.20. In the event that it is not possible for schools to avoid making posts redundant, where appropriate, the Council will consider defraying some of the costs of redundancy. Such matters will be considered on a case-by-case basis taking into account the schools' budget as well as what other options are or may be available to the schools.

9.21. As the reduction in PAN across the borough is being done to remove part of the surplus of school places, there will not be any disproportionate impact on children with protected characteristics.

9.22. This proposal does not impact the net capacity of schools (the number of pupils these schools can accommodate) and any increase in demand for local school place in future can be easily accommodated without even the need for a formal consultation i.e. reinstatement of PAN. Paragraph 3.6 of the Code provides the conditions upon which variations to PAN can take place. Admission authorities may propose other variations where they consider such changes to be necessary in view of a major change in circumstances. Such proposals must be referred to the Schools Adjudicator (for maintained schools) or the Secretary of State (for academies) for approval, and the appropriate bodies notified.

9.23. The proposed change is a reasonable and proportionate response to the issue of falling rolls across Haringey schools and will have wider positive benefits for the educational outcomes of Haringey's children and young people.

9.24. The publication of clear admission arrangements for all of our schools (a statutory requirement) ensures that admission to schools is a clear and transparent process and that parents and carers are able to select preferences for a school place with full knowledge of how admission to their local school(s) is determined.

10. Use of Appendices

10.1. The following appendices support this report:

Appendix 1 Nursery 2027
Appendix 2 Reception and Junior 2027
Appendix 3 Secondary Transfer 2027
Appendix 4 In-year admissions 2027
Appendix 5 Fair Access Protocol
Appendix 6 Sixth Form 2027
Appendix 7 EqIA
Appendix 8 Co-ordinated admissions scheme 2027-28

10.2. The full papers for this report can be viewed electronically on the Council's website at or in paper form at 5th Floor, 48 Station Road, Wood Green, London, N22 7TY.

11. Local Government (Access to Information) Act 1985

This report contains no exempt information.

Background

1. The Schools Standards and Framework Act 1998.
2. The Education Act 2002.
3. The Education and Inspections Act 2006.
4. Education and Skills Act 2008.
5. The School Admissions Code (September 2021)
6. School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012
7. The School Admissions (Infant Class Sizes) (England) Regulations 2012.
8. The School Admissions (Appeals Arrangements) (England) Regulations 2012.
9. The Education Act 2011.
10. The School Admissions Appeals Code (2022).

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Appendix 1

Determined Admission Criteria for Nursery in Haringey Community and VC Schools in September 2027

Children may have a part-time place in a nursery centre, or a class attached to a school in the September following their third birthday. If there are more requests than part-time places available, the admission rules (over-subscription criteria) explained below will be used to decide which children will be admitted. There is no right of appeal against the decision to refuse admission of children to nurseries.

Parents/carers should note that admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Parent/carers must complete their home authority School Admissions Application Form, which will be available online, by 15 January in the academic year their child turns four.

Oversubscription criteria for part time places

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. Children Looked After

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. Social Medical

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. Brother or Sister (sibling)

Children who will have a brother or sister attending the school (or its associated Infant or Junior school) at the time of admission. A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

4. Children of Staff

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

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Appendix 2

Determined Admission Arrangements for Reception and Junior Transfer Admissions to Haringey Community and VC Schools in September 2027

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. **Children Looked After**

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. **Social Medical**

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. **Linked School**

This rule applies only to junior school admissions. Applicants attending an infant school will be prioritised under this rule for admission to the linked junior school. The Linked infant and junior schools in Haringey normally share the same names (e.g. Rokesly Infant School is linked to Rokesly Junior School).

4. **Brother or Sister (sibling)**

Children with a brother or sister already attending the school or linked infant/junior school and who will still be attending on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

5. **Children of Staff**

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

6. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tiebreakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any child arrangements order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and

ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Nursery and Infant Pupils

Admission to a nursery class in a school does not guarantee a place in the reception class at the same school. Similarly, admission to an infant school does not guarantee a place in the linked junior school.

All parents/carers must complete their home authority School Admissions Application Form for admission to reception or to junior school (where applicable) by 15 January in the academic year their child turns four (reception) or seven (junior).

Deferred entry before compulsory school age

Children will normally be admitted to the reception year in the September following their fourth birthday. In line with the School Admissions Code September 2021, parents can defer their child's entry to the reception year until later in the school year, where they have been offered a place at a school to start before they are of compulsory school age.

Where entry is deferred, the school will hold the place for that child and not offer it to another child. However, entry cannot be deferred beyond the point the child reaches compulsory school age nor beyond the beginning of the final term of the Reception Year.

Where the parents wish, children may attend part-time until later in the school year but not beyond the point at which they reach compulsory school age.

Summer born children

Paragraph 2.18 of the School Admissions Code, September 2021, states that the parents of a summer born child may choose not to send that child to school until the September following their fifth birthday. Where this is the case, the school will hold the place for that child and not offer it to another child. However, the school place cannot be held beyond the beginning of the final term of the Reception Year.

The parents of a summer born child may request that they are admitted out of their normal age group – to reception rather than year 1. Details of the process of making such requests are provided below.

Requests for children to be educated outside their chronological age group
(For both summer born and non-summer born children)

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Haringey community and voluntary controlled (VC) schools, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place will be secured in the child's actual year group.

This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the primary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Published Admission Numbers (PAN)

The determined admission numbers for Haringey community and voluntary controlled (VC) primary schools for entry in September 2027 are as follows:

School	Admission Number
Alexandra	60
Belmont Infant	60
Belmont Junior	60
Bounds Green Infant	90
Bounds Green Junior	90
Bruce Grove	30
Campsbourne Infant	60
Campsbourne Junior	60
Coldfall	90
Coleridge	120
Crowland	60
The Devonshire Hill	60
Earlham	30
Earlsmead	60
Ferry Lane	30
Highgate	60
Lancasterian	60
Lea Valley	60
Lordship Lane	60
The Mulberry	60
Muswell Hill	60
Rhodes Avenue	90
Risley Avenue	60
Rokesly Infant	60
Rokesly Junior	60
St Aidan's VC	30

Seven Sisters	30
South Harringay Infant	60
South Harringay Junior	60
Stroud Green	60
Tetherdown	60
Welbourne	60
West Green	30
Weston Park	30
The Willow	60

Appendix 3

Determined Admission Arrangements for Secondary Transfer Admissions to Haringey Community Schools in September 2027

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care Plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. **Children Looked After**

Children who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. **Social Medical**

Children who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. **Brother or Sister (sibling)**

Children with a brother or sister already attending the school and who will still be attending in years 7-11 on the date of admission.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. **Children of staff**

- Children of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Children of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. Distance

Children whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next child(ren) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Requests for children to be educated outside their chronological age group

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Haringey community and voluntary controlled (VC) schools, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group

- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place secured in the child's actual year group.
This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the secondary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school but it is not in their preferred age group.

Determined Admission Arrangements for Hornsey School for Girls for 2027

Oversubscription criteria

When the school is oversubscribed, after the admission of pupils with an Education, Health and Care plan naming the school, priority for admission will be given to those children who meet the criteria set out below, in priority order:

1. **Children Looked After**

Girls who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

2. **Social Medical**

Girls who the Authority accepts have an exceptional medical or social need for a place at one specific school. Applications will only be considered under this category if they are supported by a written statement from a doctor, social worker or other relevant independent professional. The information must confirm the exceptional medical or social need and demonstrate how the specified school is the only school that can meet the defined needs of the child.

3. **Siblings**

Girls with a sister already attending the school and who will still be attending in years 7-11 on the date of admission. A sibling is a full sister, a step sister, a foster sister or an adopted sister living at the same address as the girl for whom the application is being made.

If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

4. **Children of staff**

- Daughters of teaching staff of the school where the member of staff has been employed at the school for two or more years at the time of application, and/or
- Daughters of a member of staff who has been recruited to fill a vacancy for which there is a demonstrable skill shortage.

5. **Distance**

Girls whose home address is closest to the school.

Distance will be measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Children cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is children whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Multiple births

If only one place is available at the school and the next girl(s) who qualifies for a place is one of multiple birth, we will ask community schools to go over their published admission number.

Notes

(i) Home address is defined as the child's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the child for whom the application is being made.

(v) Priority for children of teaching staff will be limited to one place for each form of entry in any year. Exception to this will apply to children of multiple birth or those born in the same academic year. All such applications must be submitted to the local authority and must be accompanied with the relevant paperwork supporting an application on these grounds. The applicant must take sole responsibility to provide such paperwork. Without the provision of the relevant papers, priority will not be given on these grounds.

(vi) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Waiting lists

Where a child does not receive an offer of their preferred school, parents can request that their name is placed on the waiting list for that school. Waiting lists are ordered, and places allocated as they become available, strictly in accordance with the school's admissions criteria.

Waiting list positions can change at any time and a child's position may go down as well as up if other applicants with higher priority join the waiting list. Being on the waiting list does not guarantee a place in the school.

Waiting lists are maintained throughout the year and are refreshed on an annual basis at the end of the summer term. At this time parents will be contacted to confirm if they wish for their child to remain on the waiting list.

Requests for children to be educated outside their chronological age group

Where families request that their child is educated outside their chronological age group the Council, as the admission authority for Hornsey School for Girls, will make a decision on the basis of the circumstances of the case and in the best interests of the child concerned. This will include taking account of the child's individual needs and abilities and to consider whether these can best be met in their chronological year or a different year group. It will also involve taking account of:

- the parents' views
- information about the child's academic, social and emotional development
- where relevant their medical history and the views of a medical professional
- whether they have previously been educated out of their normal age group
- whether they may naturally have fallen into a lower age group if it were not for being born prematurely, and
- where relevant, the potential impact on the child of being admitted to their chronological year group without first having completed the preceding year.

The views of the headteacher will be an important part of this consideration.

Parents should write to the Council giving reasons for their request. This should be accompanied by an application for the child's actual year group. The application will be processed, and a school place secured in the child's actual year group.
This place can later be withdrawn if the request for delayed admission is approved. Parents who are granted their request must then make a fresh application for a place in the agreed year group on a paper/pdf form. This application will be considered in accordance with the school's oversubscription criteria in the event of oversubscription. The decision will be reviewed once the child has started school at intervals agreed by the family and the school.

Requests will be considered by a panel of Haringey officers during the summer term before the September in which the child will be admitted to his or her correct age group. This panel will meet following the secondary National Offer Day. For late or in-year requests the panel will meet to consider applications regularly throughout the school year. If parents would like to make an application for an own admission authority school, they will need approach the relevant school with their request.

Parents have a statutory right to appeal against the refusal of a place at a school for which they have applied. This right does not apply if they are offered a place at the school, but it is not in their preferred age group.

Published Admission Number (PAN)

The determined admission number for Haringey community schools for entry in September 2027 is as follows:

School	Admission number
Gladesmore Community School	240
Highgate Wood School	240
Hornsey School for Girls	135
Park View School	180

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Appendix 4

Determined Admission Arrangements for In-Year Admissions to Haringey Community and VC Schools 2027-28

Oversubscription criteria

Primary, Infant and Junior community and voluntary controlled (VC) schools

- The criteria set out in **Appendix 2** will be applied.

Secondary community schools

- The criteria set out in **Appendix 3** will be applied.

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Appendix 5

Fair Access Protocol for Haringey Schools from March 2026-27

Introduction

1. The School Admissions Code, September 2021, ('the Code') requires local authorities to have in place a fair access protocol which all local schools and Academies must adhere to.

2. Its aims are to:

   - acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel

   - seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion

   - fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)

   - arrange such admissions openly through a process which has the confidence of all

   - record the progress and successes of the young people placed through this panel

This protocol reflects the LA's responsibility for safeguarding and promoting the welfare of children and young people as well as educational attainment

3. It is essential to the success of fair access that all headteachers and governing bodies agree to the aims, principles and procedures and give their fullest support.

4. All schools recognise their collective responsibility for all pupils and accountability for some and will work collaboratively to manage pupils with challenging behaviour, involving multi-agency support, accessed where appropriate. All members will work together to secure commitment to the inclusion agenda and to reduce exclusions from schools.

Students within the scope of this scheme

5. The admission to school of the following students falls within the scope of this scheme:

a. children either subject to a Child in Need Plan or a Child Protection Plan[1] or having had a Child in Need Plan or a Child Protection Plan within 12 months at the point of being referred to the fair access panel;

b. children living in a refuge or in other Relevant Accommodation at the point of being referred to the fair access panel;

c. children from the criminal justice system

d. children in alternative provision who need to be reintegrated into mainstream education or who have been permanently excluded but are deemed suitable for mainstream education;

e. children with special educational needs (but without an education, health and care plan), disabilities or medical conditions;

f. children who are carers;

g. children who are homeless;

h. children in formal kinship care arrangements[2]

i. children of, or who are, Gypsies, Roma, Travelers, refugees and asylum seekers;

j. children who have been refused a school place on the grounds of their challenging Behaviour and referred to the FAP in accordance with paragraph 3.10 of the Code;

k. children for whom a place has not been sought due to exceptional circumstances;[3]

l. children who have been out of education for 4 or more weeks where it can be demonstrated that there are no places available at any school within a reasonable distance of their home. This does not include circumstances where a suitable place has been offered to a child and this has not been accepted; and

m. previously looked after children for whom the local authority has been unable to promptly secure a school place.[4]

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[1] Child in Need Plans and Child Protection Plans are plans of help and protection to address safeguarding and welfare needs, where a child has been assessed by the local authority as being a child in need under Section 17 of the Children Act 1989 and/or as suffering or likely to suffer significant hardship under Section 47 of the Children Act 1989. See also statutory guidance Working Together to Safeguard Children (2018) (pages 35 and 48 to 49). Where a local authority is advised that a child who has moved into the local authority had a Child in Need Plan or Child Protection Plan previously and meets the criteria outlined, this information may need to be checked with the previous local authority

[2] As evidenced by either a child arrangements order not relating to either birth parent or a special guardianship order.

[3] It is for the local authority to decide whether a child qualifies to be placed via the FAP on this basis, based on the circumstances of the case.

[4] In most cases use of the Fair Access Protocol should be unnecessary for a previously looked after child. We would expect the local authority to aim to secure a school place particularly promptly for a previously looked after child and for admission authorities to cooperate with this. The local authority may consider swift use of their general powers of direction (under paragraphs 3.26-3.28) or asking the Secretary of State to consider a direction (under paragraph 3.29) to be the most suitable course of action if a school place for a previously looked after child cannot be agreed with an admission authority promptly.

Managed moves & EHCPs

6. The fair access panel does not administer the process for managed moves, however, schools may use it as a forum to discuss and liaise with other education providers regarding possible managed moves.

7. Outside the panel, all schools must inform the School Admissions Service of any pupil who they are going to refer for a managed move, so an accurate record of school attendance and managed moves currently in progress can be maintained by the local authority. Schools must also inform the School Admissions Service of the outcome of a managed move, i.e. when a pupil moves permanently to their new school or that it is determined that they should remain at their original school.

8. There are dedicated arrangements for children with Education, Health and Care plans and this protocol does not override those arrangements. However, it has been agreed that pupils who are placed through those arrangements will be noted by the fair access panel (see later section).

Composition and frequency of the panel

Secondary

9. A panel, consisting of a minimum of 3 secondary Headteachers (or their designated representative), will meet once a month (or as necessary) to ensure prompt and fair allocation of young people to schools. Headteachers will be notified of their designated meetings at the beginning of the academic year.

10. The Head of Admissions or another designated local authority officer will chair the panel.

11. In the event that the placement decision is not unanimous, the designated Headteachers will decide by a majority vote

12. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short-written statement may be submitted.

13. The membership of the panel can include as necessary, a representative of children's social care, educational psychology service, youth offending service, children missing education, children in care (CIC), the police and any other relevant professional supporting a case.

Primary

14. A panel, consisting of no less than three primary Headteachers (or their designated representative), will meet once a half term, (or as necessary) to ensure prompt and fair allocation of young people to schools.

15. The Head of Admissions or another designated local authority officer will chair the panel.

16. Where a young person is known to a particular service or agency, an officer with knowledge of that young person will be invited to the panel, or a short-written statement may be submitted.

The decision-making process

17. Cases will be brought to the panel by the Haringey Admissions Service which will be the point of referral. The cases must be submitted under one of the categories given in paragraph 5 above and the child must be without a school place.

18. The Panel will be administered by the Haringey Admissions Service which will provide data for the current and previous school year (figures to be based on actual figures where fair access pupils have been admitted).

19. The following data will be provided at each panel:

- The number of pupils on roll at each school in each year group
- The number of vacancies at each school in each year group
- The number of pupils that have been admitted to each school in each year group through the 'normal' in year admissions process since the last panel
- The number of pupils that have been admitted to each school in each year group through the fair access admissions process since the last panel
- The total number of pupils that have been admitted to each school in each year group through the fair access admissions process in the last academic year and the number of schools or Academies (if any) that have failed to admit
- Background/ pupil history/ information, where available and where consent has been confirmed
- The number of students with an Education Health and Care Plan (EHCP) allocated over number through the SEN procedures.

20. The placement panel for children in care (CIC) will continue to determine the most appropriate placement for each young person and their case will be presented for the panel to ratify. In order to ensure that CIC are admitted to school quickly, they will be placed before the panel and it will not be possible for these cases to be brought back to the panel for reconsideration.

21. When making the decision as to appropriate school placement for the child, the panel will take into account:

- preferences made and views of parents/carers and the view of the pupil (including religious affiliation)

- the admissions criteria
- the published admission number and number of forms of entry so placements can be made proportional to the number of forms of entry
- the number of students admitted through the fair access panel in the previous and current academic year
- the needs of the student, where this is known
- any capacity/capability reasons why the school may not be able to respond to the needs of the student
- the individual context of a school in relation to recently excluded students
- whether the applicant has previously attended a Haringey school.
- it will be the presumption that wherever possible pupils will return to a school if they have previously been on roll there.

22. In addition to the factors above each child will be allocated a set number of points under the below system, based on the likely complexity of support which the admitting school will need to put in place. The combined points of the children admitted to each school via fair access will be monitored, and when considering the equitable allocation of children the panel will take into account the proportion of complex cases which each school has already admitted.

Fair Access Points System	
Weighting	**Case Factors**
3 points	Permanent exclusion and/or Youth Offending Service involvement
2 points	More than one suspension, a managed move, or other significant concerns (as agreed by panel)
1 point	All other allocations

23. In cases where a child does not return to their previous Haringey school, that school will have the value of one child debited from their comparative fair access statistics, to reflect the loss of that child from the school's roll.

- This debit will apply regardless of whether the child was originally admitted to that school via the fair access protocol.
- In cases where the child is being re-integrated into mainstream school from an alternative provision, and the child was previously permanently excluded or it is otherwise considered to be in the best interests of the child not to return to their previous school, this debit will not be applied.

- In cases where the child previously attended more than one Haringey school the debit will be applied solely to the school which the child most recently attended.

24. **Note:** Where a school has admitted pupils above its admission number in error, these additional pupils will not count and cannot be offset against fair access referrals.

25. Where an alternative educational placement is determined most suitable to meet the needs of a young person, this provision will be identified in principle by the Inclusion multi-agency service via a referral to the HAPIP panel (Haringey Alternative Provision Inclusion Panel).

26. Decisions will be reached by consensus, whenever possible, with the chair mandated to take appropriate action where this has not proved possible.

Implementation of the decisions

27. Decisions regarding placement of students under the fair access protocol will be made by the panel, and will be final.

28. Admission must take place within **15** school days of the school receiving notification of the decision.

29. In exceptional circumstances, the allocated school may request that the panel reconsider their decision at the next meeting. This will only be possible where the school has prior knowledge of the specific young person which was not known to the panel at the time of decision, which makes the placement inappropriate. This request must be made in writing to the Chair within **5** school days of the school receiving notification of the decision. The formal offer letter will be sent on the 6th day.

30. The Department for Education recognises that admission of a young person via fair access could potentially take the school above the planned admission number for that year group.

31. It is recognised that there is usually little available information about the young people who are being admitted in-year to school. The School Admissions Service will try to acquire as much educational information as practical to accompany in-year admissions to assist smooth integration to the school.

Risk assessments

32. Risk assessments will be undertaken as necessary by the referring body.

Relationship with appeals

33. Where young people are admitted to a school above the planned admission number in any year group under the protocol, this should not prejudice the provision of efficient education or the efficient use of resources of the school.

34. Appeal panels will be made aware of the conditions of the scheme, and that the admission of an additional student under this scheme is different from a school voluntarily exceeding its admission limit. Panels will also be made aware that any decision made to allow appeals will place further pressure on the school's resources.

35. A school placement made through the FAP shall not remove a parent/carer's right to appeal for a school place elsewhere.

Monitoring the operation of the Protocol

36. The School Admissions Service will undertake scheduled checks and monitor admission dates and pupil days.

37. The anonymised details of all decisions will be made available to the Director and Lead Member to demonstrate that the Protocol is being effective.

38. This will include any school or Academy that has not taken a pupil on roll within 15 days of the decision being notified.

39. Details of any school or Academy who has not taken a pupil on roll within 15 days of the decision will also be available at the next fair access meeting.

40. On day 16 the Head of Admissions will contact in writing the Headteacher of any school or Academy that has failed to admit within the agreed timeframe to request an on-roll date.

41. If the school or Academy fails to provide an on-roll date, within agreed timescales, then the direction process will apply as set out in the School Admissions Code and in accordance with the Department for Education advice: “Fair Access Protocols Guidance for school leaders, admission authorities and local authorities” August 2021.

42. The protocol will be reviewed on an annual basis by the Local Authority, in conjunction with Headteachers or their designated representatives, in order to assess its effectiveness in ensuring that unplaced children are being allocated places at schools or in alternative educational provision on an equitable basis.

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Appendix 6

Determined Admission Arrangements for Sixth Form Admissions to Haringey Community Schools in September 2027

Highgate Wood Secondary School

Maximum number of students to be admitted from outside the school = 30%

All students will be invited to an informal discussion about their subject choice. The general entry requirements are as follows:

A Level

At least five GCSE passes at 9 – 5, with specific requirements for particular subjects based upon the national statistical guidance for successful outcomes. We consider ourselves to be an open access Sixth Form and so the criteria are matched to what is required to ensure positive outcomes. Full details for different subjects are available on the website.

Oversubscription criteria

Where the number of eligible external applicants for a course of study exceeds the places available then admission will be determined in accordance with the following priority of admission criteria:

1. **EHCP**

Students who have an Education Health and Care Plan naming the school.

2. **Children Looked After**

Students who are looked after by a local authority or were previously looked after but immediately after being looked after, became subject to an adoption, child arrangements, or special guardianship order, including those who appear to the admission authority to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A looked after child is a child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions (see the definition in Section 22(1) of the Children Act 1989).

3. **Brother or Sister (sibling)**

Students who will have a sibling attending the school at the point of admission.

4. **Distance**

Students whose home address is closest to the preferred school.

Distance will be measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

Tie breakers

Students cannot be considered under more than one criterion. Within each criterion the sole tiebreaker to decide between two applications is students whose home address is closest to the school, measured in a straight line from the Ordnance Survey address point of the student's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system.

The tiebreaker for two or more applications whose home address is exactly the same distance from the school (and who are not from multiple births) will be random allocation using a computerised system. The random allocation process will be supervised by an independent body.

Notes

(i) Home address is defined as the student's only or main residence. A business address, a childminder's address or any address including a family member's address other than the child's only or main residence will not be accepted.

(ii) If parents are separated, the application should be made by the parent the child normally lives with. Where a child spends equal time during the school week with each parent, the exact arrangements must be made clear in a letter with a copy of any custody or residency order submitted with the application. It is the parents' responsibility to agree between themselves and make clear which address will be used and to provide supporting evidence in respect of that address. An application can only be processed from one address. The final decision about which address is to be used rests with Haringey Council.

(iii) Previously looked after children include those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted. A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation, or any other provider of care whose sole or main purpose is to benefit society.

(iv) A sibling is a full brother or sister, a step/half brother or sister, a foster brother or sister or an adopted brother or sister living at the same address as the student for whom the application is being made.

(v) Haringey measures distance in a straight line from the Ordnance Survey address point of the child's home to the Ordnance Survey address point of the school, calculated using a computerised mapping system. Measurements by alternative systems or to other points will not be taken into account in any circumstances. Where applicants have identical distance measurements, priority amongst them will be determined at random using a computerised system.

Equality Impact Assessment (EQIA)

The Equality Impact Assessment (EQIA) form is a template for analysing a policy or proposed decision for its potential effects on individuals with protected characteristics covered by the Equality Act 2010.

The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

1. Responsibility for the Equality Impact Assessment

Name of proposal:	**Admission Arrangements for the 2027/28 academic year**
Service Area:	**Schools & Learning**
Officer Completing Assessment:	**Nick Shasha**
Equalities Advisor:	**Yasmin Jama**
Cabinet meeting date (if applicable):	**10 February 2025**
Director/Assistant Director	**Jane Edwards**

2. Executive summary

Glossary:
Published Admission Number (PAN) – The number fixed number of school places that a school's admission authority must offer in a specific age group.
Fair Access Panel (FAP) - is a mechanism developed by the local authority in partnership with all schools in their area. Its aim is to ensure that vulnerable children, and those who are having difficulty in securing a school place in-year, are allocated a school place as quickly as possible.
PLASC – Pupil Level Annual School Census - is an electronic collection of pupil and school level data provided by all maintained sector primary, middle, secondary, nursery and special schools in January each year.

EHCP – Education, Care or Health plan - An education, health and care (EHC) plan is for children and young people aged up to 25 who need more support than is available through special educational needs support. EHC plans identify educational, health and social needs and set out the additional support to meet those needs.
ONS – Office for National Statistics
DfE – Department for Education

Please complete this section *after* completing the rest of the form and summarise:

- The policy proposal, its aims and objectives, the decision in consideration. Please focus on **the change** that will result from this decision.
- Results of the analysis: potential positive and negative equality impacts
- Mitigations that will be taken to minimise negative equality impacts (if relevant)
- Next steps (this may include: if/when the EQIA will be refreshed, planned consultation, future stages of the project).

This proposal concerns Admissions Arrangements for 2027/28 and proposed reductions in surplus school places (where we have more school places than needed by our community) at selected primary and secondary schools.
We will ask for approval from Cabinet to consult on our proposed admission arrangements, including the proposals as shown below:

School	Determined PAN 2026	Proposed PAN for 2027	Reduction
Primary			
Rokesly Junior	90	60	-30
Secondary			
Gladesmore	243	240	-3
Highgate Wood	243	240	-3
Park View	189	180	-9

The proposal will ensure that sufficient school places are available to meet local demand. The proposed reduction of PANs (Planned Admission - the fixed number of school places that a school's admission authority must offer in a specific age group) for some schools will allow better alignment of PANs with actual number of pupils on roll, leading to cost savings. This is likely to enhance the sustainability of Haringey's current offer, benefitting the diversity of education choice. Should demand for local school places grow the PAN could be easily increased, as there will not be any changes to the accommodation at the school.

Due to local changes, the secondary schools displayed in the table above have agreed revised class structures with their unions, increasing class sizes from 27 to 30 pupils. This adjustment offers several operational and financial benefits:

- **Timetabling Efficiencies:** Larger class sizes allow for more streamlined timetabling, reducing the number of teaching groups and enabling more effective use of classroom space and teaching time.
- **Staffing Optimisation:** With fewer classes needed to accommodate the same number of pupils, schools can better allocate teaching staff, potentially reducing the need for additional recruitment and lowering staffing costs.
- **Financial Sustainability**: A class size of 30 aligns more closely with national funding models, helping schools maximise per-pupil funding and maintain financial viability.
- **Resource Allocation:** Economies of scale in teaching resources, planning, and delivery can be achieved, supporting more consistent curriculum coverage and reducing duplication.

The secondary schools proposing reductions to their Published Admission Numbers (PAN) have done so in response to sustained changes in local demand. These proposals are also informed by a number of secondary schools moving from a class size model of 27 to 30 pupils, following consultation with staff unions last year.

All governing boards support these reductions, recognising that they will enable more efficient use of budgets and resources by concentrating provision around fuller classes. This approach is intended to support school improvement and long-term sustainability. Importantly, governing bodies remain open to increasing PANs in future should demand rise, and the admissions process allows for flexibility—reductions can be reversed, and schools may choose to admit above PAN on a temporary or permanent basis if needed.

Consulting on our admission arrangements for entry in September 2027/28 gives these schools sufficient time to make the necessary internal organisational adjustments so that any potential impact on staff is limited. It will allow the school leadership teams in offering a more accurate number of places and help with long term planning.

Our proposal will not adversely impact families trying to access their local school with high-quality provision. A projected surplus of school places in the planning areas where these schools are located means that we expect sufficient places to still be available for local children if the PANs are reduced as proposed.

All local schools can support children with a wide range of abilities, special needs, disabilities and learning difficulties including those with multiple and significant disabilities. The schools that are proposed to take PAN reductions do not offer any specific provision that is not provided elsewhere, and we believe that the needs of the community can be met at other local schools and this will be tested during the consultation process. We will closely monitor the number of school applications received, and in the event of increased demand requiring additional places, these schools can revert to their original PAN.

The key stakeholders are children and young people in Haringey schools, along with their parents and carers. Additional stakeholders are staff employed in the affected Haringey primary and secondary schools.

This Equalities Impact Assessment (EqIA) will form an important part of the consultation and will seek to ascertain whether the proposed reduction in PAN at the schools mentioned previously could have an impact on protected groups and whether there are steps that can and/or should be taken to mitigate against such an impact.

3. Consultation and engagement

3a. How will consultation and/or engagement inform your assessment of the impact of the proposal on protected groups of residents, service users and/or staff? Detail how your approach will facilitate the inclusion of protected groups likely to be impacted by the decision.

The consultation aims to identify the key concerns and issues raised by stakeholders, and to determine whether they align with those highlighted in the Equality Impact Assessment (EQIA). Stakeholders such as pupils, parents, carers, school staff and governors will be invited to participate in this consultation and share their views including whether they agreed with each proposal and if not, why not. To this purpose an annual Admissions Arrangements survey has been developed which attempts to ascertain views on several education themes such as Primary, Secondary and Sixth form.

To ensure as wide a consultation as possible, a range of modes and methods of communication will be used to inform and facilitate feedback from stakeholders regarding the proposal -

- through the Schools Newsletter which is distributed to the headteacher and chair of governors of every school in the borough
- to all children's centres in the borough
- to all registered nurseries and child minders and any other early years providers
- on the Council's online primary and secondary admissions page
- via information in all libraries across the borough
- to all councillors
- to MPs in Haringey
- to the diocesan authorities
- to neighbouring authorities
- other groups, bodies, parents and carers as appropriate

Stakeholders will also be given the opportunity to express their views in writing via a questionnaire – both electronically and via the hard copy attached to the consultation document, by email and post.

Stakeholders are also invited to comment on the mandatory Fair Access Panel (FAP). The FAP aims to:

- acknowledge the real needs of vulnerable young people who are not on the roll of a school and to ensure that an appropriate placement is identified quickly and pupils are on roll within 15 days of the panel
- seek to find an alternative placement or support for those on roll of a school where it can be demonstrated that they are at risk of permanent exclusion
- fairly share the admission of vulnerable students across all schools and Academies (where the panel agree that another mainstream school place should be identified)
- arrange such admissions openly through a process which has the confidence of all
- record the progress and successes of the young people placed through this panel

Each year around 200 children and young people pass through secondary FAP and a very small number (less than 5 children) through primary FAP.

It should be noted that as the specification of the FAP is determined by the School Admissions Code (September 2021) and **no changes to its current operation are proposed in this consultation**.

We have already discussed reductions in surplus (not needed) secondary school capacity with all Secondary and All-Through headteachers in the borough.

The data below shows the projected surpluses at Reception and Year 7 between now and 2031 which highlights the need for the reductions in capacity and harmonisation of secondary year groups as mentioned above.

Projected surplus of Primary (reception) places 2026-2031 (2025 SPPR)

Primary (Reception)	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Difference	239	372	344	367	374	379

Projected surplus of Secondary (Y7) places 2026-2031 (2025 SPPR)

Secondary (Y7)	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Difference	98	68	207	245	263	295

3b. Outline the key findings of your consultation / engagement activities once

completed, particularly in terms of how this relates to groups that share the protected characteristics.

The consultation period closed on 8 January 2026 with no responses received. This was despite publication on Commonplace and the Haringey website, as well as wide distribution of communications to key stakeholders, including schools, nurseries, early years providers, and neighbouring local authorities. To ensure that every reasonable step was taken to facilitate a meaningful consultation, the decision was made to extend the consultation by one week, until Thursday 15 January 2026. Unfortunately, this extension did not elicit any responses.

As outlined previously, consultation on admission arrangements is undertaken annually. These exercises often include questions on proposed changes to school capacity or related admissions issues. Where additional elements are included—such as significant changes to provision or the oversubscription criteria—response rates tend to be higher, as stakeholders are keen to express views on new or contentious proposals.

In years where no substantial changes are proposed, or where topics reflect ongoing themes (such as falling rolls across London), response rates are typically low. In some previous years, only a small number of responses have been received. This pattern has continued for the most recent consultation on PAN reductions, which has now occurred for a fourth consecutive year in Haringey and across many London boroughs. The absence of responses this year is therefore consistent with previous trends and may indicate confidence in the consultation process and the proposals presented.

4. Data and Impact Analysis

***Note**:* officers may want to complement their analysis with data from the State of the Borough and ward profiles, found here: https://www.haringey.gov.uk/local-democracy/about-council/state-of-the-borough.

Please consider how the proposed change will affect people with protected characteristics.

4a. Age

Data

Borough Profile[1]

- 54,422: 0-17 (21%)
- 71,660: 18-34 (27%)
- 63,930: 35-49 (24%)
- 46,516: 50-64 (18%)
- 27,706: 65+ (10%)

[1] Census, 2021 – Population and household estimates, England and Wales - Office for National Statistics (ons.gov.uk)

ONS 2021 Census
0-4 (14,900 and 5.7% of the total Haringey population)
M: 7,600 F: 7,300

5-9 (14,700 and 5.6% of the total Haringey population)
M: 7,500 F: 7,200

10-14 (15,600 and 5.9% of the total Haringey population)
M: 7,900 F: 7,700

Total Haringey Population as at 2021: 264,200
M: 127,100 F: 137,000

Target Population Profile
Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic? The latest data from the ONS 2021 Census above and the PLASC School Census has been produced below:

PLASC School Census data as at May 2025
Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,410	1,256	2,666
Year 1	1,393	1,242	2,635
Year 2	1,393	1,267	2,660
Year 3	1,334	1,321	2,655
Year 4	1,420	1,370	2,790
Year 5	1,400	1,410	2,810
Year 6	1,386	1,327	2,713
Grand Total	**9,736 (51.4%)**	**9,193 (48.6%)**	**18,929 (100%)**

Source: School Census May 2025

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2025 indicates a similar split across each of the age groups, with no overrepresentation in any of the age cohorts.

PLASC School Census data as at May 2025

Service users (Secondary age children attending Haringey secondary settings)

Year group	Male	Female	Grand Total
Year 7	1,310	1,168	2,478
Year 8	1,378	1,234	2,612
Year 9	1,341	1,343	2,684
Year 10	1,442	1,334	2,776
Year 11	1,442	1,395	2,837
Grand Total	**6,913 (51.6%)**	**6,474 (48.4%)**	**13,387 (100%)**

Source: School Census May 2025 Note: above data includes pupils attending Special school settings, the table below does not hence slight differences in totals

PLASC School Census data as at May 2025

Service users (Secondary age children (Year 7-11) attending named Haringey secondary settings)

Year group	Male	Female	Grand Total
Alexandra Park School	914	972	1,886
Duke's Aldridge Academy	519	431	950
Fortismere School	939	829	1,768
Gladesmore Community School	647	600	1,247
Greig City Academy	672	504	1,176
Harris Academy Tottenham	712	621	1,333
Heartlands High School	592	587	1,179
Highgate Wood Secondary School	850	696	1,546
Hornsey School for Girls		668	668
Mulberry Academy Woodside	628	531	1,159
Park View Schol	574	483	1,057
St Thomas More Catholic School	679	595	1,274
Grand Total	**7,726 (50.7%)**	**7,517 (49.3%)**	**15,243 (100%)**

Source: School Census May 2025

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts have fallen for several years and are now impacting the size of secondary cohorts also. The School census data from May 2025 shows the fall in size of younger cohorts moving through with the Year 7 cohort (2,478) some way smaller than the Year 11 cohort (2,837).

Age profile of teaching staff (by headcount) at Haringey schools

	Under 25	25 to 29	30 to 39	40 to 49	50 to 59	60 and over	Total
Haringey	80 (4%)	308 (14%)	719 (32%)	605 (27%)	453 (20%)	121 (5%)	**2,284**

Source: DfE Workforce Characteristics data at borough and school level 2024/25

Note: for Haringey data is for all schools, primary and secondary, percentages may not add up to 100% due to rounding

Detail the findings of the data

a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?
b) Might members of this group be disproportionately affected by this proposal as a result of a need related to their protected characteristic?

a) The distribution of the primary and secondary school age cohort almost exactly replicates that of the broader population as is to be expected. School staff age groups appear to be broadly comparable to that of the Haringey adult population.

b) The target population is largely school age children so changes to school admission could potentially impact them. However, It is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils since the proposal relates to the removal of surplus (not needed) school places.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).
Reduction in surplus (not needed) school places / adjustment of class sizes from 27 to 30 should have a minimal impact on staff.

Any potential impact needs to be evaluated in the context of scale. Assuming that the proposed schools reduce their PAN by one form of entry redundancy or redeployment of staff at this school is likely to occur. It is likely that a class teacher and teaching assistant (2 staff) will be affected for each year of PAN reduction. Affected staff should be supported by appropriate HR procedures such as access to a redeployment pool and support given to find another role in Education.

This proposal is likely to have no impact on existing or future pupils at the selected schools in terms of the protected characteristic of age. The proposal relates only to the removal of surplus classes. This proposal may have a small negative impact on school staff based on the protected characteristic of age.

4b. Disability

Data for adult age population

		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	**Cohort size**	**Total (% of Haringey popn)**	**Day-to-day activities limited a lot**	**Day-to-day activities limited a little**	**Total**	**Has long-term physical or mental health condition but day-to-day activities are not limited**	**No long-term physical or mental health conditions**
Haringey							
Aged 15 to 24 years	29,816	11%	3%	6%	91%	4%	88%
Aged 25 to 34 years	49,595	19%	3%	7%	91%	6%	85%
Aged 35 to 39 years	23,533	9%	3%	6%	91%	5%	86%
Aged 40 to 44 years	21,080	8%	4%	6%	90%	5%	84%
Aged 45 to 49 years	19,111	7%	6%	7%	87%	6%	81%
Aged 50 to 54 years	18,448	7%	9%	9%	82%	6%	76%
Aged 55 to 64 years	27,853	11%	12%	11%	77%	8%	69%

Data for school age population

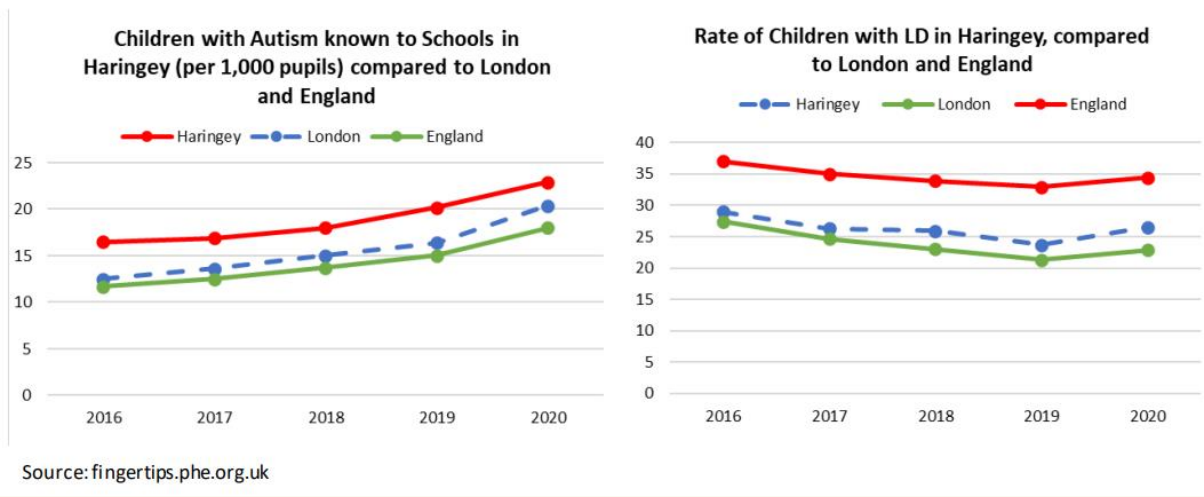
		Disabled under the Equality Act			Not disabled under the Equality Act		
Age range	**Cohort size**	**Total**	**Day-to-day activities limited a lot**	**Day-to-day activities limited a little**	**Total**	**Has long-term physical or mental health condition but day-to-day activities are not limited**	**No long-term physical or mental health conditions**
Haringey							
Aged 9 and under	29,667	3%	1%	2%	97%	2%	95%
Aged 10 to 14	15,569	6%	2%	3%	94%	2%	92%
Aged 15 to 24	29,816	9%	3%	6%	91%	4%	88%

Source: ONS 2021 Census (Table RM073 Disability by sex by age)

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic? EHCP numbers as below:



Total number of Children & Young People with EHCPs maintained by Haringey, Mar 2025:

Year	Totals	Year	Totals
Pre-School/Nursery	42	**Year 9**	200
Reception	136	**Year 10**	162
Year 1	152	**Year 11**	197
Year 2	151	**Year 12**	187
Year 3	204	**Year 13**	153
Year 4	178	**Year 14**	131
Year 5	185	**Year 15**	87
Year 6	196	**Year 15 plus**	163
Year 7	189		
Year 8	190	**Totals**	2,903

Source: Haringey SEN team 2025

The data demonstrates that there are a range of children with disabilities and that they are evenly represented across age groups. The proposed arrangements prioritise children meeting the criteria for an EHCP as well as also giving priority to children with social and medical considerations that meet the criterion for an exceptional medical or social need. We do not hold data on pupils with less complex disabilities who do not qualify for either category.

Detail the findings of the data.

a) Might members of this group be disproportionately affected by the proposal due to overrepresentation? How does this compare with the wider demographic profile of the Borough?

b) Might members of this group be disproportionately affected by this proposal by dint of a need related to their protected characteristic?

a) The distribution of the children and young people with EHCPs maintained by Haringey is broadly the same by individual year group and is unlikely to be impacted by the proposed removal of surplus school places at mainstream (not specifically SEND settings).

b) It is not anticipated that either the school admissions proposals or proposed reductions in planned admission numbers at several schools will disproportionately affect any potential pupils with EHCPs maintained by Haringey since the proposal relates to the removal of surplus (not needed) school places.

It is not felt that disabled staff at any of the impacted schools will be disproportionately impacted by changes in classroom sizes from 27 to 30 given that this is the normal classroom size across the country. Concerns of affected disabled staff at any of the impacted schools will be taken into consideration in this consultation with reference made to disability data on staff where available. In terms of mitigating the impact, the Council will endeavour to ensure that should staff be affected by changes to PAN will be given access to the redeployment pool and given individualised support to find alternative roles, considering any impacts on their protected characteristics.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have neutral impacts on children and on staff.

4c. Gender Reassignment

Data

Borough Profile[2]

- Gender Identity different from sex registered at birth but no specific identity given – 0.5%
- Trans woman – 0.1%
- Trans man - 0.1%

Data

[2] Census, 2021 – Gender identity, England and Wales - Office for National Statistics (ons.gov.uk)

Borough Profile

The latest 2021 Census has published the following data on the population aged 16+.

Gender identity	**2021**
Gender identity the same as sex registered at birth	193,177
Gender identity different from sex registered at birth but no specific identity given	1,377
Trans woman	383
Trans man	389
All other gender identities	537
Not answered	20,137
Total: All usual residents aged 16 years and over	**216,000**

The data above shows that the majority of 16+ residents in Haringey have the same gender identity as sex registered at birth (193,177) whilst 383 residents reported as trans women and 389 as trans men[3]. Haringey doesn't collect this data for secondary age children (11-16).

Target Population Profile

Primary and secondary age (11-16) school age pupils (Year 7 to Year 11).
Staff?

Haringey Council does not collect this data for Haringey primary and secondary age children though please see central government data mentioned above on the 16+ population of Haringey.

Potential impacts

There is no reason to think that this proposal will impact this protected group. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

4d. Marriage and Civil Partnership

Note: Only the first part of the equality duty ("*Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act*") applies to this protected characteristic.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

[3] Trans is an umbrella term to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Borough Profile [4]
Divorced or formerly in a same-sex civil partnership which is now legally dissolved: (8.2%)
In a registered same-sex civil partnership: (0.6%)
Married: (33.3%)
Separated (but still legally married or still legally in a same-sex civil partnership): (4.0%)
Single (never married or never registered a same-sex civil partnership): (50.0%)
Widowed or surviving partner from a same-sex civil partnership: (3.9%)

Target Population Profile

Secondary and Primary school teaching staff and parents and carers only.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Haringey doesn't collect data on the marriage and civil partnership status of school staff.

However, all decisions will ensure all couples in a civil partnership are treated exactly the same as couples in a marriage.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no impact. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

4e. Pregnancy and Maternity

Note*[5]*:

- Pregnancy is the condition of being pregnant or expecting a baby.
- Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Data
Borough Profile [6]

[4] Source: 2011 Census
[5] Equality and Human Rights Commission, 2022 – Pregnancy and maternity discrimination.
[6] Births by Borough (ONS)

Live Births in Haringey 2024: 3,085

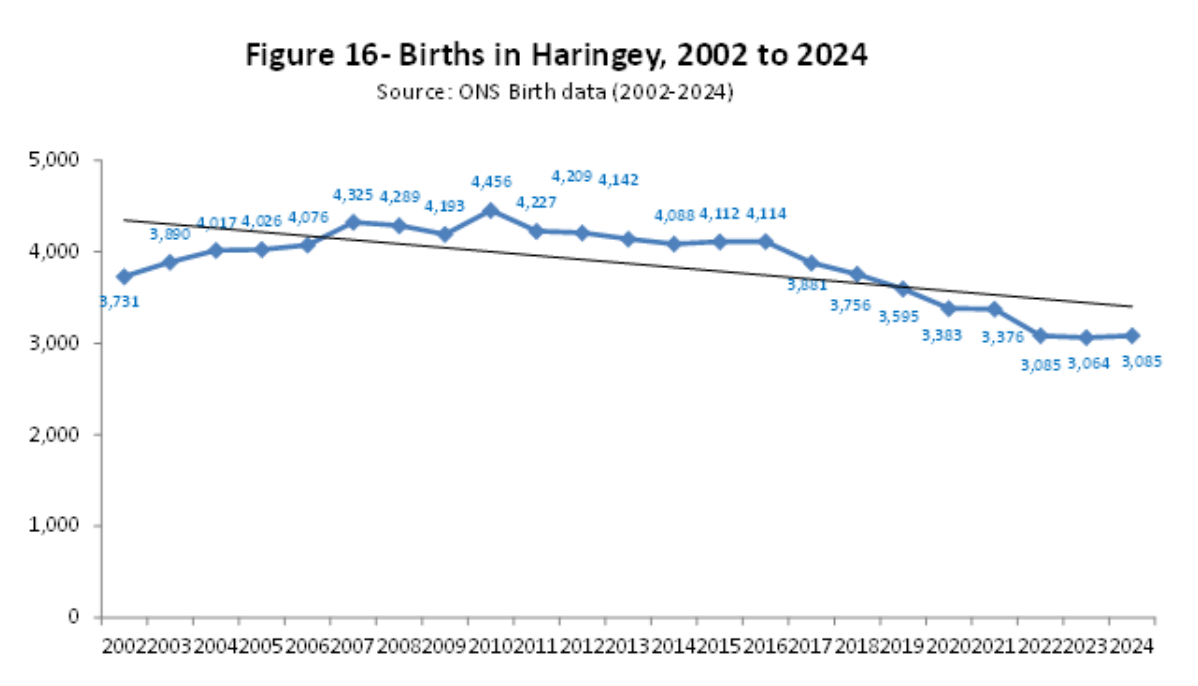
Target Population Profile

Primary and Secondary school staff and Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

ONS Live births data and GLA School roll projections

The ONS data below shows the recent decline of birth rates in Haringey. Birth rates are a key determinant in the likely demand for subsequent school places. Data below from the 2025 School Place Planning report also show a projected fall in the number of Reception places required (the second column) versus the number of Reception places currently provided (the third column) at primary schools between now and 2030.



Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no impact. The above data on birth rates going back to 2002 shows the decline in birth rates since 2011 and the resultant long-term fall in demand for secondary school places that have been seen in recent years and are

forecast to continue.

This proposal is unlikely to have a disproportionate impact on staff who are pregnant. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered.

In terms of mitigating the impact on this protected characteristic all staff affected by the proposal will be given access to the redevelopment pool and given individualised support to find alternative roles within the council, with consideration of their protected characteristic

4f. Race

In the Equality Act 2010, race can mean ethnic or national origins, which may or may not be the same as a person's current nationality.[7]

Data

Borough Profile – 2021 Census data [8]

Other ethnic group: **9.7% in total**
Arab: 1%
Any other ethnic group: 8.7%

Asian: **8.7% in total**
Bangladeshi: 1.8%
Chinese: 1.5%
Indian: 2.2%
Pakistani: 0.8%
Other Asian: 2.4%

Black: **17.6% in total**
African: 9.4%
Caribbean: 6.2%
Other Black: 2.0%

Mixed: **7.0% in total**
White and Asian: 1.5%
White and Black African:1.0%
White and Black Caribbean: 2.0%
Other Mixed: 2.6%

White: **57.0% in total**
English/Welsh/Scottish/Norther Irish/British: 31.9%
Irish: 2.2%

[7] Race discrimination | Equality and Human Rights Commission (equalityhumanrights.com)
[8] Source: 2021 Census

Gypsy or Irish Traveller: 0.1%
Other White: 22.1%

Target Population Profile
Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11) and school staff.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?
2021 Census data (as shown above) plus data from the annual schools census.

Ethnic composition of Haringey **pupil population** as at May 2025:

Ethnicity (Sub category)	**Haringey average - Primary**	**Haringey average - Secondary**
Asian - Asian British/Any Asian Background	1.7%	1.0%
Asian - Asian British/Bangladeshi	2.1%	2.4%
Asian - Asian British/Indian	1.2%	1.0%
Asian - Asian British/Pakistani	0.9%	0.7%
Asian British	0.0%	-
Black - African	12.1%	13.4%
Black - Black British/Caribbean	4.8%	5.8%
Black - Other Black	2.1%	2.4%
Black British	0.1%	0.1%
Chinese	1.0%	0.7%
Information Not Obtained	0.7%	2.3%
Mixed - Any Other Mixed Background	7.0%	8.5%
Mixed - White And Asian	2.8%	0.8%
Mixed - White And Black African	1.7%	1.4%
Mixed - White And Black Caribbean	2.8%	2.8%
Other	8.4%	9.2%
Other - Arab	0.0%	-
Refused	1.0%	4.0%
Travellers White - Gypsy/Roma	0.2%	0.1%
Travellers White - Gypsy/Roma - Other	0.0%	0.0%
Travellers White - Gypsy/Roma - Roma	0.2%	0.1%
Travellers White - Traveller of Irish Heritage	0.1%	0.1%

White - British	21.1%	16.9%
White - Irish	0.8%	0.5%
White - Other White	26.9%	25.9%
Grand Total	100.0%	100.0%

Source: May 2025 School Census (Haringey)

Ethnic composition of pupil population as at 2025 at selected schools:

Ethnicity (Sub category)	**Gladesmore**	**Highgate Wood**	**Park View**	**Rokesly Junior**
Asian - Asian British/Any Asian Background	1.1%	1.0%	0.6%	1.3%
Asian - Asian British/Bangladeshi	3.3%	0.8%	3.4%	2.3%
Asian - Asian British/Indian	1.2%	1.0%	0.5%	1.7%
Asian - Asian British/Pakistani	0.6%	0.2%	0.5%	0.3%
Asian British	-	-	-	0.3%
Black - African	16.8%	5.1%	12.1%	6.0%
Black - Black British/Caribbean	9.9%	4.1%	7.6%	4.7%
Black - Other Black	4.0%	1.0%	1.6%	0.7%
Black British	0.0%	0.0%	0.0%	0.0%
Chinese	2.2%	0.1%	0.2%	0.3%
Information Not Obtained	3.4%	3.6%	4.0%	0.0%
Mixed - Any Other Mixed Background	4.8%	10.1%	9.4%	7.3%
Mixed - White And Asian	0.0%	1.3%	0.5%	6.0%
Mixed - White And Black African	1.6%	1.6%	0.5%	0.7%
Mixed - White And Black Caribbean	3.4%	3.4%	1.3%	5.0%
Other	13.8%	5.4%	11.8%	4.0%
Other - Arab	-	-	-	0.0%
Refused	8.2%	1.2%	0.1%	0.0%
Travellers White - Gypsy/Roma	0.2%	0.0%	0.2%	0.0%
Travellers White - Gypsy/Roma - Other	0.0%	0.0%	0.3%	0.0%
Travellers White - Gypsy/Roma - Roma	0.1%	0.0%	0.6%	0.0%
Travellers White - Traveller of Irish Heritage	0.1%	0.1%	0.1%	0.0%
White - British	4.0%	39.7%	14.2%	40.9%
White - Irish	0.1%	1.1%	0.5%	0.7%

White - Other White	21.2%	19.2%	30.2%	17.9%
White British	0.0%	0.0%	0.0%	0.0%
Grand Total	100.0%	100.0%	100.0%	100.0%

Source: May 2025 School Census (Haringey)

The data demonstrates some significant differences in the ethnic profiles of the selected schools. For instance, Highgate Wood school has a far smaller percentage of Black African pupils (5.1%) compared to the other schools shown above and the borough average whilst Gladesmore has a far lower percentage of White – British (4.0%) pupils compared to the other schools shown above and the borough average.

Teaching staff

Teaching staff at All Haringey state funded schools (Headcount/%)

Ethnic background	**Haringey**
White	1,135 (66%)
Black or Black British	277 (16%)
Information not yet obtained	538 (z)
Asian or Asian British	150 (9%)
Any other Mixed background	112 (%)
Any other ethnic group	56 (3%)
Refused	19 (z)
Total	**2,284 (100%)**

Support Staff at All Haringey state funded schools (Headcount/%)

Ethnic background	**Haringey**
White	1,215 (50%)
Black or Black British	717 (29%)
Information not yet obtained	699 (z)
Asian or Asian British	276 (1%)
Any other Mixed background	137 (6%)
Any other ethnic group	96 (4%)
Total	**3,140**

Source: DfE School workforce data 2025 (Reporting year 2024) School workforce in England, Reporting year 2024 - Explore education statistics - GOV.UK

The data above shows broad ethnic groups for teachers and school staff at all Haringey schools. Teaching staff appear to broadly represent the overall ethnic mix found in the borough. For Support staff the White population is a lower proportion than the borough average whilst the Black population is a higher proportion.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no impact on existing or future pupils at the selected schools in terms of the protected characteristic of race. The proposal relates only to the removal of surplus classes.

The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population. For example this could be White teaching staff or White support staff who are make up 66% and 50% of Haringey staff respectively in the data above. In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

The Local Authority has a duty to ensure the proposed arrangements do not unfairly disadvantage any child based on race. While there is an overrepresentation of children from ethnic minority backgrounds among the pupil population of Haringey, the admissions arrangements apply across the piece regardless of ethnic identity. It should however be recognised that the operation of the Fair Access Protocol may have a particular positive impact on pupils from certain ethnic minority groups who meet its requirements, recognising the intersection between race and ethnicity, socioeconomic disadvantage, and disadvantage as a whole, which the Protocol is targeted at addressing.

4g. Religion or belief

Data

2021 Census update

ONS data on religion from the 2021 Census for all Haringey residents irrespective of age is shown for guidance. It shows proportional declines in religious observance for most groups, a trend well observed over historical editions of the decennial census.

All Haringey residents	Percentage - % 2021 / (2011)	Number
Christian	39.3 (45.0)	103,944
No religion	31.6 (25.2)	83,535
Religion not stated	8.0 (8.9)	21,027
Muslim	12.6 (14.2)	33,295
Jewish	3.6 (3.0)	9,397
Hindu	1.3 (1.8)	3,529

Buddhist	0.9 (1.1)	2,455
Sikh	0.3 (0.3)	892
Other religion	2.3 (0.5)	6,164
Total	100%	264,238

Source: ONS - 2021 Census data for Haringey (2011 data in brackets)

Note: * Totals may not add up due to rounding

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11) and school staff.

What data will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Religion or belief is not covered by the PLASC school census, which means that we don't have access to relevant records. The best alternative proxy is the 2021 Census on religion by age for the age groups Aged 3 to 15 years expressed as percentages.

	Aged 3 to 15 years	
	Percentage (%)	**Cohort size**
No religion	10,116	26%
Christian	14,431	37%
Buddhist	158	0%
Hindu	314	1%
Jewish	2,851	7%
Muslim	6,999	18%
Sikh	141	0%
Other religion	762	2%
Not answered	3,352	9%
Total	39,124	39,124

Source: ONS (2021 Census data for Haringey)

Note: * Totals may not add up due to rounding

The data demonstrates that Christian and Muslim pupils are the largest faith groups within Haringey's cohort for those 3 years to 15 years (37% and 18% respectively).

Around a quarter of the Aged 3 to 15 years cohort report No religion (26%). We don't hold data on the religion or belief of Haringey teaching staff.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

There is no reason that the removal of surplus school places / adjustment of class sizes from 27 to 30 will negatively impact pupils or teachers/school staff based upon their religion or no religion especially as the proposal relates to the removal of surplus places that are not needed.

Haringey has a large number of Church of England and Catholic primary schools in the borough. These schools have seen pupil numbers fall more significantly than other schools which is likely to be related to the consistent drop in the local population who identify as Christian and the rise of those with no stated religion (see table above on Census data from 2011 and 2021). We are not proposing to make physical reductions in the size of these schools and should demand return the schools can reinstate their previous admission numbers.

This proposal is likely to have neutral impacts.

4h. Sex

Data

Borough profile [9]

Females: (51.9%)
Males: (48.1%)

Target Population Profile

Primary school age pupils (5-11) and Secondary age (11-16) school age pupils (Year 7 to Year 11) and school staff.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

PLASC School Census data as at May 2025

Service users (Primary children by Age and sex across all Haringey primary age settings)

Year group	Male	Female	Grand Total
Reception	1,410	1,256	2,666
Year 1	1,393	1,242	2,635

[9] Source: 2021 Census

Year 2	1,393	1,267	2,660
Year 3	1,334	1,321	2,655
Year 4	1,420	1,370	2,790
Year 5	1,400	1,410	2,810
Year 6	1,386	1,327	2,713
Grand Total	**9,736 (51.4%)**	**9,193 (48.6%)**	**18,929 (100%)**

Source: School Census May 2025

PLASC School Census data as at May 2025

Service users (Secondary age children attending Haringey secondary settings)

Year group	Male	Female	Grand Total
Year 7	1,310	1,168	2,478
Year 8	1,378	1,234	2,612
Year 9	1,341	1,343	2,684
Year 10	1,442	1,334	2,776
Year 11	1,442	1,395	2,837
Grand Total	**16,649 (51.6%)**	**15,667 (48.4%)**	**32,316 (100%)**

Source: School Census May 2025

PLASC School census data as at May 2025

Service users (Primary and Secondary age children by Sex at selected schools)

Sex	Rokesly Junior primary	Gladesmore secondary	Highgate Wood secondary	Park View secondary
Female	142 (47.2%)	600 (48.1%)	538 (43.1%)	483 (45.7%)
Male	159 (52.8%)	647 (51.9%)	709 (56.9%)	574 (54.3%)
Total	**301 (100%)**	**1,247 (100%)**	**1,247 (100%)**	**1,057 (100%)**

Historically, the number of children entering Haringey's school system has increased year-on-year though primary cohorts are now reducing. The School census data from May 2025 indicates a general even split across male and female.

Borough wide data indicates that there is a gender split of males 51.9% to females 48.1% across the whole population. There is no available data indicating the proportion of each which is also a parent/carer.

Staff at all Haringey state funded schools - Headcount

	Male (%)	Female (%)
Teachers	695 (30.4%)	1,589 (69.6%)

Teaching assistants	277 (18.2%)	1,249 (81.8%)
Other school support staff	31 (11.4%)	240 (88.6%)
Administrative staff	36 (12.3%)	256 (87.7%)
Technicians	52 (60.5%)	34 (39.5%)
Auxiliary staff	120 (15.3%)	661 (84.5%)
Leadership – non teacher	x	x
School business professionals	92 (51.4%)	87 (48.6%)

Source: DfE School workforce data 2025 (Reporting year 2024) School workforce in England, Reporting year 2024 - Explore education statistics - GOV.UK

Note: x = sample size too small for disclosure

The majority of Haringey school staff are female, and this is reflected in each category of school staff except technicians. The imbalance of school staff is most apparent amongst other school staff and administrative staff, of which 11.4% and 12.3% are male.

All primary schools within the borough are coeducational. There is sufficient capacity to accommodate pupils of all sexes in a school of preference or within the reasonable travelling distance guidelines set out by the DfE.

For all of these schools, the sex of the pupil is not a factor of the admission arrangements, with no implications therefore based on this protected characteristic.

The admission arrangements do not have an impact on the sex of the different parent/carer compositions within Haringey households.

The main impact of this proposal is surplus places will be reduced in the relevant planning area by reducing surplus (not needed) capacity. These places are in addition to those projected to be required by pupils it is anticipated that no impact on this characteristic (sex) will occur for pupils.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

There is no reason that the proposal will negatively impact pupils based upon their sex especially as the proposal relates to the removal of surplus places that are not needed / adjustment of class sizes from 27 to 30.

This proposal is likely to have no impacts on pupils and a negative impact on female staff.

This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change.

Any potential impact needs to be evaluated in the context of scale. Assuming that the proposed schools reduce their PAN by one form of entry redundancy or redeployment of staff at this school is likely to occur. It is likely that a class teacher and teaching assistant (2 staff) will be affected for each year of PAN reduction. Affected staff should be supported by appropriate HR procedures such as access to a redeployment pool and support given to find another role in Education.

4i. Sexual Orientation

Data

Borough profile [10]

3.2% of London residents aged 16 or over identified themselves as lesbian, gay or bisexual in 2013. In Haringey this equates to 8,454 residents.

The latest 2021 census has collected data on sexual orientation for the first time and data from Haringey in shown below:

	Number	Percentage (%)
Straight or heterosexual	180,100	83.4%
Gay or Lesbian	5,912	2.7%
Bisexual	4,503	2.1%
All other sexual orientation	1,752	0.8%
Not answered	23,733	11.0%
Total	**216,000**	**100%**

Target Population Profile

Haringey doesn't collect data on the sexual orientation of those aged below 16.

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

ONS Integrated Household survey as shown above and 2021 ONS Census data. ONS data has been used as it is consistent and we only have data on sexual orientation for some schools across Haringey.

[10] Source: ONS Integrated Household Survey

We do not anticipate that this proposal will have any impact on people based on their sexual orientation and we will continue to ensure there is no discrimination based on sexual orientation.

Potential Impacts

- Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

This proposal is likely to have no impacts.

4j. Socioeconomic Status

Data

Borough profile

Income

7.9% of the population in Haringey were claiming unemployment benefit on 10 July 2025.[11]

25.3% of the population in Haringey were claiming Universal Credit in July 2025 (% of population aged 16-65 on Universal Credit) [12]

It is estimated that 28.6% of employee jobs in the borough are paid less than the Living Wage Foundation rate.[13]

Educational Attainment

While Haringey's proportion of students attaining grade 5 or above in English and Mathematics GCSEs is higher than the national average, it is below the London average.[14]

3.7% of Haringey's working age populations had no qualifications in 2021.[15] 5.0% were qualified to level one only.[16]

Area Deprivation

Haringey is the 4th most deprived in London as measured by the IMD score 2019. The most deprived LSOAs (Lower Super Output Areas or small neighbourhood

[11] ONS Claimant Count
[12] LG Inform
[13] Number and proportion of employee jobs with hourly pay below the living wage - Office for National Statistics

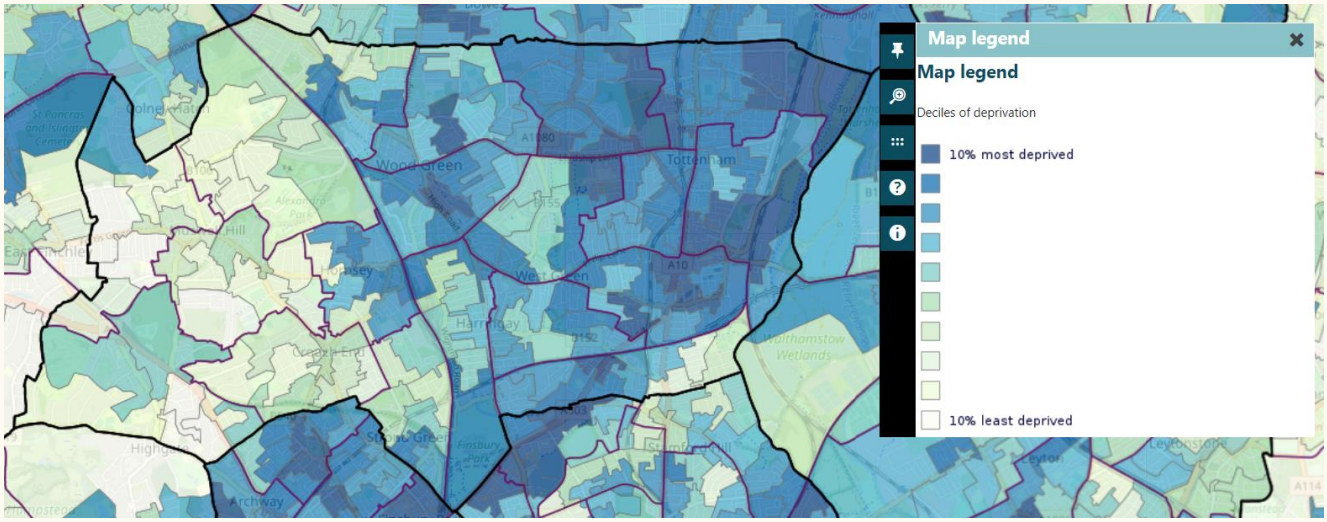
[14] 'Local authority characteristics data' from 'Key stage 4 performance', Permanent data table - Explore education statistics - GOV.UK
[15] LG Inform - qualifications
[16] LG Inform – level one

areas) are more heavily concentrated in the east of the borough where more than half of the LSOAs fall into the 20% most deprived in the country.[17]

This trend is illustrated in the map below where the darker shaded areas show data from the 2019 IDACI (Income Deprivation affecting children index).

Source: Indices of Deprivation - London Datastore

Note: The 2025 Indices of Multiple Deprivation will be available in October or November 2025.



Target Population Profile

Secondary age (11-16) school age pupils (Year 7 to Year 11).

What data sources will you use to inform your assessment of the impact of the proposal on people under this protected characteristic?

Deprivation and Educational attainment data as listed above.

The proposal includes reducing the number of surplus places at up to four selected secondary schools in Haringey.

Potential Impacts

Consider whether the proposed policy/decision will have positive, neutral, or negative impacts (including but not limited to health impacts).

There is no reason that the proposal will negatively impact pupils based upon their socioeconomic status especially as the proposal relates to the removal of surplus places that are not needed / adjustment of class sizes from 27 to 30.

This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey who might be disproportionately impacted by coming from a lower socio-economic background. In terms of mitigating the impact, the Council will endeavour to ensure all staff affected by the proposal will be given access to the

[17] State of the Borough (p.21)

redeployment pool and given individualised support to find alternative roles within the Council, with consideration of their protected characteristic.

5. Key Impacts Summary

5a. Outline the key findings of your data analysis.

The key finding is that the removal of surplus (not needed) school places at the selected secondary and primary schools is unlikely to have any overall material impact on existing or future pupils at those schools.
Age: None **Disability**: None **Gender Reassignment**: None **Marriage and civil partnership**: None **Pregnancy and maternity**: This proposal is unlikely to have a disproportionate impact on staff who are pregnant. If the consultation identifies that this protected characteristic is impacted by any proposal, attempts to mitigate the impact will be considered – see above section for more detail. **Race**: The proposal might negatively impact some teachers or teaching staff based upon their ethnicity due to differing proportions when compared to the overall non-teaching population – see above section for more detail. **Religion or Belief**: None **Sex**: This change in place provision is likely to result in the reduction of teaching and teaching assistant staff required. As a greater proportion of school staff are women rather than men it is more likely women will be affected by this change – see above section for more detail. **Sexual orientation**: None **Socio-economic status**: This proposal is likely to have negative impacts on affected staff who live in deprived parts of Haringey who might be disproportionately impacted by coming from a lower socio-economic background – see above section for more detail.

The same finding (limited material impact) is found for the proposed adjustment of class sizes from 27 to 30 at selected secondary schools. It is likely to lead to those affected schools having improved finances and thus sustainability due to the way that schools funding is directly relating to pupil numbers. Moreover, as this proposal does not impact the net capacity of schools (the amount of pupils these school can accommodate) any increase in demand for local school place in future can be easily accommodated without even the need for a formal consultation – this is called reinstatement of PAN (planned admission number).

Amendment to PAN and local/planning area capacity has been considered in the context of the effects on local provision, looking at recruitment patterns to local schools and ensuring that the knock-on effects in the adjustment of PANs is considered. Meetings and or conversations have also been conducted with all Secondary and All-Through headteachers in the borough.

5b. Intersectionality

- Many proposals will predominantly impact individuals who have more than one protected characteristic, thereby transforming the impact of the decision.

- This section is about applying a systemic analysis to the impact of the decision and ensuring protected characteristics are not considered in isolation from the individuals who embody them.
- Please consider if there is an impact on one or more of the protected groups? Who are the groups and what is the impact?

The proposal is likely to have a positive impact on groups with intersecting protected characteristics. These groups include:

- Children from ethnic minority groups may be more likely to experience positive benefits from the FAP, as they may be overrepresented in the groups that the FAP targets. Evidence shows that they are more likely to face socioeconomic disadvantage, are overrepresented among the population of children in care or children who are looked after and are more likely to have a disability or special educational needs. The prioritisation of the admissions criteria means that children from ethnic minority backgrounds are on the whole likely to be positively impacted by the proposed arrangements.

5c. Data Gaps

Based on your data are there any relevant groups who have not yet been consulted or engaged? Please explain how you will address this

N/A

6. Overall impact of the policy for the Public Sector Equality Duty

Summarise the key implications of the decision for people with protected characteristics.

In your answer, please consider the following three questions:

- Could the proposal result in any direct/indirect discrimination for any group that shares the relevant protected characteristics?
- Will the proposal help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not?
- Will the proposal help to foster good relations between groups who share a relevant protected characteristic and those who do not?

It is not felt that there will be any difference in the relations between groups who share the above characteristics and those who do not given there are no material differences from arrangements for previous years.

As mentioned above there is a possibility that this proposal could adversely impact female teachers / teaching assistants as several staff members at each school may be made redundant or re-deployed and there is a greater concentration of females than males amongst teachers and teaching assistants in Haringey schools.

However, the proposal is a reasonable and proportionate response to ensure the sustainability and breadth of offer at Haringey's primary and secondary school

estate. Doing nothing would put many schools under intolerable financial burden which could negatively impact wider educational outcomes.

Moreover, following the results of the consultation it is proposed to consider any possible mitigating factors that may alleviate impacts of these teachers / teaching assistants. Careful monitoring of in-year admissions and school roll projections data will also ensure that if additional places are required, they are immediately fulfilled.

7. Amendments and mitigations

7a. What changes, if any, do you plan to make to your proposal because of the Equality Impact Assessment?
Further information on responding to identified impacts is contained within accompanying EQIA guidance
Please delete Y/N as applicable

No major change to the proposal: the EQIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. If you have found any inequalities or negative impacts that you are unable to mitigate, please provide a compelling reason below why you are unable to mitigate them **Y/N**

Adjust the proposal: the EQIA identifies potential problems or missed opportunities. Adjust the proposal to remove barriers or better promote equality. Clearly set out below the key adjustments you plan to make to the policy. If there are any adverse impacts you cannot mitigate, please provide a compelling reason below **Y/N**

Stop and remove the proposal: the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision. **Y/N**

7b. What specific actions do you plan to take to remove or mitigate any actual or potential negative impact and to further the aims of the Equality Duty?

Action: We are not proposing to take any specific actions further. Note**: This answer may be amended pending the outcome of the consultation if it emerges there are unforeseen Equalities issues that need addressing.**

7. Ongoing monitoring

Training – Staff in the Haringey School Admissions and Organisation Service are provided with yearly refresher training in line with the admission arrangements and appeal regulations which addresses any changes to either the criteria or co-ordinated schemes.

Monitoring - The Head of Admissions and School Organisation at Haringey Council will be responsible for monitoring. The School Admissions Return to DfE is an annual report which sets outs information on the effectiveness of the admission

arrangements and compliance with the requirements of the Code. The annual report to the Office of Schools‟ Adjudicators monitors the fairness of the admission arrangements. This information is reported to the DfE and the OSA annually.

Two main mechanisms will be used by the DfE to provide feedback on how effective the measures in the revised Codes and regulations have been and to inform future policy development. In producing his annual report for the Secretary of State, the Schools Adjudicator will take account of the reports he will receive from each local authority on the legality, fairness, and effectiveness of local admission arrangements.

Appeal arrangements - Admission arrangements are subject to an appeal process that gives parents the right to appeal decisions. The process is also used to hold admissions authorities to account and ensure that the arrangements have been applied correctly.

Date of EQIA monitoring review:

Annual monitoring

8. Authorisation

EQIA approved by (Assistant Director/ Director)	**Jane Edwards**
Date	**15.01.2026**

9. Publication

Please ensure the completed EQIA is published in accordance with the Council's policy**.** Please contact the Policy & Strategy Team for any feedback on the EQIA process.

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Appendix 8

Pan-London Co-ordinated Scheme for Reception and Junior Admissions 2027/8

APPLICATIONS

1. Haringey Local Authority will take all reasonable steps to ensure that every parent/carer who is resident in Haringey and has a child in a nursery class within a maintained school or academy, either in Haringey or any other maintaining LA, is informed how they can make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2026.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that

information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **12 February 2027**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **5 February 2027**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **5 February 2027**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **15 January 2027**. However, Haringey LA encourages applicants to submit their application by **8 January 2027** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **15 January 2027** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London

Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **12 February 2027**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **12 February 2027**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **5 February 2027**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **5 February 2027**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **5 February 2027**.

23. Between **5 February 2027** and **22 February 2027**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **15-22 February 2027** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **22 February 2027**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **17 March 2027**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **25 March 2027** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **16 April 2027** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **25 March-8 April 2027**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **13 April 2027**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **16 April 2027**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **16 April 2027**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **30 April 2027**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **30 April 2027** this information will be passed to the maintaining LA by **6 May 2027.** Where such information

is received from applicants after **30 April 2027**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

Appendix 8

51. Waiting lists for entry to Reception in September 2027 will be compiled after **30 April 2027** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2027

8 January 2027	Recommended closing date for receipt of the School Admission Application Form
15 January 2027	Statutory deadline for return of application to the Home LA
5 February 2027	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
5 February 2027 – 22 February 2027	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
12 February 2027	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
15-22 February 2027	Pan-London data checking exercise of pupil applications exchanged via the PLR
22 February 2027	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
17 March 2027	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
25 March 2027	Final ALT file to the PLR
25 March-8 April 2027	Pan-London data checking exercise of pupil offer data
13 April 2027	Deadline for on-line ALT file to portal
16 April 2027	eAdmissions offers made/offer letters posted where applicants have made paper applications
30 April 2027	Date by which parents accept or decline offers
6 May 2027	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

Appendix 8

NOTIFICATION LETTERS AND EMAILS

A. Offer

Letter Dear

salutation,

Reception Admissions 2027 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am pleased to tell you that we are able to offer your child a place at School_name.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by (Date TBC) or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can inform us by email using the address below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you were not offered a higher preference school
I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located. The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists

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Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child's name will be placed on the waiting list for any Haringey Schools listed higher on your form. If you would like to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.
Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting a school place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter please contact us using the contact details below.

Haringey School Admissions Service

B. Allocation

Letter Dear salutation,

Reception Admissions 2027 –firstname surname (DOB)

I am writing to let you know the outcome of your application for a primary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at School_name. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	

Appendix 8

First Name	

Surname	
Date of Birth	

Alternatively you can inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with.

The school will contact you shortly to provide further information about the arrangements for admission.

If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school. We are the admission authority for community and voluntary controlled (VC) schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant admissions service in other boroughs can be found in our Primary Admissions Booklet and online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are published online at www.haringey.gov.uk/starting-primary-school.

Waiting lists
I can confirm that your child's name has been put on the waiting list for all Haringey schools listed on your form. If you would like firstname to be added to any other school waiting list (or removed from a list), please put your request in writing to the email address below. You can be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists.

Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals.
Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

Appendix 8

If you have any questions about this letter please contact us using the contact details below. Officers are working remotely, so please respond by email.

Appendix 8

Haringey School Admissions

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting a school place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Haringey waiting lists will open from [date TBC] and from that date you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Appendix 8

Pan-London Co-ordinated Scheme for Secondary Admissions 2027/8

APPLICATIONS

1. Haringey Local Authority will advise home local authorities during the Summer Term of Year 5 of their resident pupils on the roll of Haringey's maintained primary schools and whose parents are eligible to make application in the forthcoming academic year.

2. Haringey residents can apply online at www.haringey.gov.uk/schooladmissions or alternatively submit a paper application available from the School Admissions Service.

3. Haringey Local Authority will take all reasonable steps to ensure that every parent who has a child in their last year of primary education within a maintained school, either in Haringey or elsewhere, and who is resident in Haringey can be signposted to a copy of Haringey's booklet which will be available in early September 2026.

4. The booklet will also be available to parents who are non-residents and will include information on how they can access their home local authority's equivalent School Admissions Application Form.

5. The admission authorities within Haringey will not use supplementary information forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against the published over subscription criteria. Where supplementary information forms are used by the admission authorities within Haringey, the LA will seek to ensure that they only collect information which is required by the published oversubscription criteria, in accordance with paragraph 2.4 of the School Admissions Code 2021.

6. Where supplementary forms are used, they will be made available directly from the relevant schools. Such forms will advise parents that they must also complete their home local authority's School Admissions Application Form. The Haringey schools' booklet will indicate which Haringey schools require supplementary information forms to be completed.

7. Where a school in Haringey receives a supplementary information form, it will not be considered a valid application unless the parent/carer has also listed the school on their home LA's School Admissions Application Form.

8. Haringey Local Authority will share the details of each application for a Haringey voluntary-aided school, foundation school or academy with that school. Schools that require a supplementary information form will check that each parent has completed one. If one has not been received the school will make contact with the parent and ask them to complete one. The school will also check that each parent that has completed a supplementary form has also completed a School Admissions Application Form. If any parent has not completed a School Admissions Application Form, the school will share that information with Haringey Local Authority who will then contact the parent and ask them to complete one.

9. Applicants will be able to express a preference for six schools located within and/or outside Haringey Local Authority.

10. The order of preference given on the School Admissions Application Form will not be revealed to a school. However, where a parent resident in Haringey expresses a preference for schools in the area of another local authority, the order of preference will be revealed to that local authority in order to determine the highest preference offer in cases where a child is eligible for a place at more than one school.

11. Haringey undertakes to carry out the address verification process set out in its entry in LIAGG Address Verification Register. This will in all cases include validation of resident applicants against this LA's primary school data and the further investigation of any discrepancy. Additional information will be requested from parents at the time of application and this will be explained in the secondary booklet. Where this LA is not satisfied as to the validity of an address of an applicant whose preference has been sent to a maintaining LA, it will advise the maintaining LA no later than **10 December 2026**.

12. Haringey will confirm the status of any resident child for whom it receives an Application Form stating that s/he is a 'Child in Care' and will provide any additional evidence on receipt of a reasonable request to the maintaining LA in respect of a preference for a school in its area by **13 November 2026**.

13. Haringey will advise a maintaining LA of the reason for any preference expressed for a school in its area, in respect of a resident child born outside of the correct age cohort, and will forward any supporting documentation to the maintaining LA by **13 November 2026**.

PROCESSING

14. Applicants resident within Haringey must complete and return the School Admissions Application Form, which will be available on-line, by **31 October 2026**. However, Haringey LA encourages applicants to submit their application by **24 October 2026** to allow sufficient time to process and check all applications before the mandatory date when data must be sent to the Pan London Register (PLR).

15. Any application forms, changes to preferences or preference order received after **31 October 2026** will be treated as late. This means that such applications will be considered after those applicants who have applied on time.

16. Haringey will accept late applications and process them as on time only if they are late for a good reason and supported by written independent evidence. Upon receipt of the written independent evidence, each case will be decided on its own merits.

17. Where such applications contain preferences for schools in other LAs, Haringey will forward the details to maintaining LAs via the Pan-London Register (PLR) as they are received. Haringey will accept late applications which are considered to be on time within the terms of the home LA's scheme.

Appendix 8

18. The latest date for the upload to the PLR of late applications which are considered to be on-time within the terms of the home LA's scheme is **10 December 2026**.

19. Where an applicant moves from one participating home LA to another after submitting an on-time application under the terms of the former home LA's scheme, the new home LA will accept the application as on-time up to **7 December 2026**, on the basis that an on-time application already exists within the Pan-London system.

20. Application data relating to applications for schools in other participating local authorities will be up-loaded to the Pan-London Register (PLR) by **13 November 2026**. Supplementary information provided with the School Admissions Application Form will be sent to Haringey voluntary-aided schools/maintaining local authorities by the same date.

21. Application data relating to Haringey schools from out-of-borough pupils will be received from the Pan London Register on **13 November 2026**.

22. Haringey Local Authority will notify each school within Haringey that is its own admission authority of every preference that has been made for the school, forwarding to them all relevant details from the School Admissions Application Form by **13 November 2026**.

23. Between **13 November 2026** and **4 January 2027**, voluntary-aided, foundation schools and Academies will assess their applications according to their admissions criteria.

24. Haringey will participate in the application data checking exercise scheduled between **11 December 2026 - 4 January 2027** in the Pan-London timetable.

25. All preferences for schools within Haringey will be considered by the relevant admission authorities without reference to preference order. Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order by **4 January 2027**. When the admission authorities within Haringey have provided a list of applicants in rank order, Haringey Local Authority shall, for each applicant to its schools for whom more than one potential offer is available, make the offer to the highest ranked school.

26. Haringey Local Authority will send the first ALT file to the Pan-London Register (PLR) giving offer details for their school by **29 January 2027**. The PLR will transmit the highest potential offer specified by the maintaining LA to the Home LA.

27. Haringey will eliminate all but the highest ranked offer where an applicant has more than one potential offer. This will involve exchanges of preference outcomes between the LAS (Local Admissions System) and the PLR which will continue until notification that a steady state has been achieved or until **18 February 2027** if this is sooner.

28. Haringey will not make an additional offer between the end of the iterative process and **1 March 2027** which may impact on an offer being made by another participating LA.

29. Notwithstanding paragraph 28 if an error is identified within the allocation of places at one of our schools, Haringey LA will attempt to manually resolve the allocation to correct the error. Where this impacts on another LA (either as a home or maintaining LA) Haringey LA will liaise with that LA to attempt to resolve the incorrect offer and any multiple offers which might occur. However, if another LA is unable to resolve a multiple offer, or if the impact is too far reaching, Haringey will accept that the applicant(s) affected might receive a multiple offer.

30. Haringey will participate in the offer data checking exercise scheduled between **16-24 February 2027**.

31. Haringey will send a file to the E-Admissions portal with outcomes for all resident applicants who have applied online no later than **25 February 2027**.

OFFERS

32. Haringey will ensure, so far as is reasonably practical, that each resident applicant who cannot be offered a preference expressed on the School Admissions Application Form receives the offer of an alternative school place. The applicant will be offered a place at the nearest community school (or own admitting authority school if the governors have agreed to this) to the home address with an available place.

33. Haringey will inform all resident applicants of their highest offer of a school place and, where relevant, the reasons why higher preferences were not offered, whether they were for schools in the Home LA or in other participating LAs.

34. Haringey will use the form of Notification Letter set out in this document.

35. Notification of the outcome will be sent to parents on **1 March 2027**.

36. Details of the pupils to be offered will be made available to each Haringey primary school by **1 March 2027**.

37. Parents who are not offered a place at their preferred schools will be offered the right of appeal.

POST OFFER

38. Parents must accept or decline the offer of a place by **15 March 2027**. If they do not respond by this date the local authority will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. If the parent fails to respond to the local authority the school place will be withdrawn.

39. Where a parent accepts or declines a place by **15 March 2027** this information will be passed to the maintaining LA by **22 March 2027.** Where such information is received from applicants after **15 March 2027**, this LA will pass it to the maintaining LA as it is received.

40. Where a place becomes available in an oversubscribed maintained school or academy in Haringey, it will be offered from a waiting list ordered in accordance with paragraph 2.15 of the School Admissions Code 2021.

41. Haringey will inform the home LA, where different, of an offer for a maintained school or Academy in Haringey which can be made to an applicant resident in the home LA's area, in order that the home LA can offer the place.

42. When acting as a maintaining LA, Haringey LA and the admission authorities within it will not inform an applicant resident in another LA that a place can be offered.

43. Haringey will offer a place at a maintained school or Academy in another LA to an applicant resident in its area, provided that the school is ranked higher on the School Admissions Application Form than any school already offered.

44. Where Haringey is informed by a maintaining LA of an offer which can be made to an applicant resident in Haringey which is ranked lower on the School Admissions Application Form than any school already offered, it will inform the maintaining LA that the offer will not be made.

45. Where Haringey, acting as a home LA, has agreed to a change of preference order for good reason, it must inform any maintaining LA affected by the change.

46. Haringey will inform the home LA, where different, of any change to an applicant's offer status as soon as it occurs.

47. Haringey will accept new applications (including additional preferences) from home LAs for maintained schools and Academies in its area.

WAITING LISTS

48. Where a child does not receive an offer of their first preference, his/her name will automatically be placed on the waiting list for each Haringey school for which he/she is eligible, that is a higher preference school to the one that has been offered. Parents will be advised that if they want to go on the waiting list for an out-of-borough school, that they must put this in writing to the School Admissions Service in Haringey.

49. Parents will be given the opportunity to make applications to Haringey schools to which they did not originally apply.

50. Waiting lists will be kept by all maintained admission authorities in Haringey and coordinated centrally by this local authority as part of the coordination of all admission applications. Academies, voluntary-aided and foundation schools will apply their own admission arrangements. Haringey local authority will keep a mirrored waiting list and will offer places on behalf of the governing body. Waiting lists for community schools will be administered centrally by the local authority.

51. Waiting lists for entry to Year 7 in September 2027 will be compiled after **15 March 2027** (after the deadline for acceptance of places) and will be kept in strict criteria order with no differentiation between on-time or late applications.

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52. Waiting lists will be maintained and places allocated, as they become available, in accordance with each admission authority's published admission and oversubscription criteria.

53. Children will remain on the waiting list until the end of the Summer Term of the application year, unless parents contact the School Admissions Team to extend this further.

Timetable for entry to school in September 2027

24 October 2026	Recommended closing date for receipt of the School Admission Application Form
31 October 2026	Statutory deadline for return of application to the Home LA
13 November 2026	Deadline for the transfer of application information by the Home LA to the PLR and supplementary information to Haringey VA schools/maintaining local authorities
13 November 2026 – **4 January 2027**	Voluntary-aided schools and Academies will order their applications according to their admissions criteria
10 December 2026	Deadline for the upload of applications that are late but are considered to be on-time, to the PLR
11 December 2026 - 4 January 2027	Pan-London data checking exercise of pupil applications exchanged via the PLR
4 January 2027	Voluntary-aided schools, Academies, Free schools and Foundation schools to provide Haringey LA with an electronic list of their applicants in rank order
29 January 2027	Deadline for the transfer of highest potential offer information from the Maintaining LAs to the PLR
18 February 2027	Final ALT file to the PLR
16-24 February 2027	Pan-London data checking exercise of pupil offer data
25 February 2027	Deadline for on-line ALT file to portal
1 March 2027	eAdmissions offers made/offer letters posted where applicants have made paper applications
15 March 2027	Date by which parents accept or decline offers
22 March 2027	Date by which LA will pass information to schools within Haringey (or for out-of-borough schools, to the maintaining LA) on parents who have accepted or declined a place.

Appendix 8

NOTIFICATION LETTERS AND EMAILS

A. Offer

Letter Dear

salutation

Secondary Transfer 2027 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am pleased to tell you that we are able to offer your child a place at schoolname

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you were not offered a higher preference school
I am sorry that it was not possible to offer your child a place at any of the schools listed as a higher preference on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria. If you would like further information about why your child was not offered a place at one of your higher preference schools, please contact the admission authority for that school.

We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey

are given at the end of this letter.

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Waiting lists
Please note that applications for any school that you listed lower on your application form have been automatically withdrawn.

I can confirm that your child has been placed on the waiting list for all Haringey schools listed higher on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like firstname to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from date [TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal
You have the right of appeal if your child is refused a place at the schools listed on your form.
Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are still working from home, please respond by email.

School Admissions Service

B. Allocation

Letter Dear salutation

Secondary Transfer 2027 – firstname surname (DOB)

I am writing to let you know the outcome of your application for a secondary school place. I am sorry to tell you that we have not been able to offer your child a place at any of the schools you listed on your application form. For each of these schools, there were more applications than places available and other applicants had a higher priority than your child under the school's published admission criteria.

Your child has been offered a place at schoolname. This is the nearest Haringey school to your home address with an available place.

Please respond now to this offer online here: bit.ly/SchoolPlaceConfirmation, or by post using the form attached to this letter. You must respond by [date TBC] or the offer may be withdrawn.

When you respond online you will need to provide the following information:

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Pupil ID	
First Name	
Surname	
Date of Birth	

Alternatively, you can visit one of Haringey's Customer Service Centres, or inform us by email using the address listed below. Failure to respond to your offer may result in the offer being withdrawn.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. This is the highest offer we can currently provide your child with, and we do not anticipate a large amount of movement for applicants this year.

The school will contact you shortly to provide further information about the arrangements for admission. If the school do not contact you within a week please contact the school directly.

If you would like further information about why your child was not offered a place at one of your preferred schools, please contact the admission authority for that school. We are the admission authority for community schools in Haringey. For all other schools and academies in Haringey, please contact them directly to find out why your child was not offered a place. If you have applied for a school outside the borough, then please contact the school admissions service in the borough where the school is located.

The contact details for Haringey schools or the relevant Admissions Service of the other boroughs can be found in our secondary school booklet online at www.haringey.gov.uk/schooladmissions. Details of how places were offered in Haringey are given at the end of this letter.

Waiting lists

I can confirm that your child has been placed on the waiting list for all Haringey schools listed on your form. There are currently also places available at several schools in neighbouring boroughs.

If you would like firstname to be added to any other school waiting list (or removed from a list), including those outside Haringey, please put your request in writing to the email address below. You can only be considered for a maximum of 6 schools at any time. If we can offer your child a place from a waiting list we will contact you. This process will start from [date TBC], after which you can check waiting lists positions online here: www.haringey.gov.uk/waiting-lists. Please note that being on a waiting list does not guarantee your child a place at the school and their position on the list could go down as well as up as other applicants join the list.

Your right to appeal

You have the right of appeal if your child is refused a place at the schools listed on your form.

Full details of how to appeal are on our website: www.haringey.gov.uk/appeals. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

We strongly recommend that you accept the place you have been offered as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of your appeal or your child's position on a waiting list.

If you have any questions about this letter, please contact us using the contact details below. Officers are working remotely, so please respond by email.

School Admissions Service

C. Offer Email 1

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you your first preference school. You must respond to this offer by [Date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Applications for any school that you listed lower on your application form have been automatically withdrawn. You can find further information about how school places were offered on our website.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [Date TBC] for your appeal to be heard before September 2021.

If you have any questions please contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

D. Offer Email 2

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are pleased to be able to offer you one of your preferred schools. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. We are sorry that it was not possible to offer a place at any of your higher preferences. For each of these schools there were more applications than places available, and other applicants had a higher priority than your child under the school's admission criteria. You can find more information on how school places were offered on our website.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for any Haringey schools listed higher on your application. Applications for any school listed lower on your application have been automatically withdrawn. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023. Accepting the place will not influence the outcome of your appeal or your position on a waiting list.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

E. Allocation Email

PLEASE RESPOND TO YOUR OFFER NOW BY CLICKING THE REPLY BUTTON BELOW

We are sorry that we have not been able to offer your child a place at any of your preferred schools. This is because all the available places were offered to applicants who had a higher priority than your child under the school's admission criteria. Your child has been offered a place at the school listed above. You can find more information on how school places were offered on our website.

We strongly recommend that you accept the place you have been offered, as this will ensure that your child has a school place in September. Accepting the place will not influence the outcome of an appeal or your position on a waiting list. You must respond to this offer by [date TBC]. You will then receive a confirmation email and the school will write to you at a later date with further details.

Waiting lists will open from [date TBC] and you will be able to check your child's position online. Your child will automatically be placed on the waiting list for all Haringey schools listed on your application. Being on a waiting list does not guarantee your child a place at the school, and their position on the list could go down as well as up. To add or remove your child from waiting lists, email schooladmissions@haringey.gov.uk.

You have the right of appeal if your child is refused a place at any of the schools you listed on your form. Full details of how to appeal are on our website. Appeal forms must be submitted by [date TBC] for your appeal to be heard before September 2023.

If you have any questions contact us on 020 8489 1000 or email schooladmissions@haringey.gov.uk
Haringey School Admissions Team

Appendix 8

Haringey Scheme for In-Year Admissions 2027/8

APPLICATIONS

1. Applications from Haringey and non-Haringey residents for schools in Haringey must be made directly to the Haringey Schools Admission Service.

2. The in-year e-form is available to complete on the Haringey website or a paper application is available on request from the Haringey School Admissions Service.

3. Haringey residents applying for places at maintained schools and academies outside Haringey will need to apply directly to the LA (local authority) in whose area the school is situated.

4. The admission authorities within Haringey will not use supplementary forms except where the information available through the School Admissions Application Form is insufficient for consideration of the application against their published oversubscription criteria.

5. Where supplementary forms are used, they will be available from the school concerned. Haringey's admission booklets and website will indicate which schools require supplementary forms to be completed and from where they can be obtained.

6. Where an admission authority in Haringey receives a supplementary form, it will not consider it to be a valid application until such time as the parent/carer has listed the school on their home LA's School Admissions Application Form.

7. Where only the School Admissions Application Form is received, schools MUST rank the application according to the information available to them.

8. Applicants will be able to express a preference for a maximum of six schools within Haringey.

9. The order of preference given on the In-Year School Admissions Application Form will not be shared with any school.

10. The Haringey Schools Admission Service will carry out address verification for each application made to a maintained school or academy in Haringey. Where Haringey is not satisfied as to the validity of an address of an applicant it will advise the admission authority schools.

11. Haringey will check the status of any applicant who is a 'looked after or was previously looked after but immediately after being looked after became subject to an adoption, child arrangements or special guardianship order.'

PROCESSING

12. Parents/carers applying for schools in Haringey must complete the in-year e-form available on the Haringey website or request a paper application form available from the Haringey School Admissions Service.

13. Where an application is not fully completed, Haringey will not treat the application as valid until all information is received.

14. In the event that a Haringey resident applies to a non-Haringey school, Haringey will write to the parent/carer advising them to apply directly to the LA in whose area the school is situated.

15. If a pupil is currently on roll at a school in Haringey or a school in a neighbouring borough, the Admissions Service will advise the parent/carer to discuss the transfer with the Headteacher or senior Teacher at the school.

OFFERS

16. If a school has a vacancy, it is expected that an offer of a place will be made to the child entitled to that place in accordance with the published oversubscription criteria. The Local Authority will offer places at community schools and will also make offers on behalf of own admission authority schools should they so wish.

17. Haringey will write to parents who have not been offered a place at any of their preferred schools giving reasons and informing them of their right of appeal to an independent panel in accordance with the School Standards and Framework Act 1998.

18. Haringey will notify the Home LA of the outcome of applications for their residents.

19. When a child has been offered a place at a higher preference school, the lower ranking preferences will be withdrawn.

20. When a child has been offered a place at a lower preference school, the higher preferences will also be withdrawn unless the parent indicates otherwise. Only where a parent/carer has expressly set out that they wish to be put on the waiting list of those schools which are a higher preference will this be done.

21. Where a home applicant who is out of school cannot be offered a place at one of their named preferences, Haringey will offer the nearest community (or own admitting authority if the governors have agreed to this) school to the home address with an available place.

22. Where it is known that a non-Haringey resident is out of school and cannot be offered a place at one of their named preferences, Haringey will notify the home LA who will be responsible for identifying a school place for the child.

POST OFFER

23. Parent/carers will be expected to accept or decline the offer of a place as soon as possible. Parents must be given a reasonable amount of time to consider the offer (7 days minimum).

24. Where a parent does not respond within this timeframe Haringey will make every reasonable effort to contact the parent to find out whether or not they wish to accept the place. Where the parent fails to respond the offer of a place will be withdrawn.

25. Haringey will notify the home LA of any appeals that are upheld for Haringey schools.

26. Children will remain on the waiting list until the end of the academic year in which the application was made and Haringey will write to all parent/carers asking them to complete a new application form if they wish to stay on the waiting list(s) beyond this timeframe.

HARINGEY SCHOOLS

27. The Haringey School Admissions Service will require a list of every child on roll in every year group in all the relevant Haringey schools.

28. Schools will be required to provide a weekly roll update so that it is clear on a week by week basis where there are vacancies across all schools and year groups.

29. When a child leaves a Haringey school, the name of the child and the child's future educational provision must be communicated to the School Admissions Service.

TRANSFERRING BETWEEN SCHOOLS

30. Parent/carers wishing to move their children between local schools will be encouraged to discuss their reasons with their current school.

31. Parent/carers need to be aware of and consider the potential impact that any move might have on the education and wellbeing of their child(ren).

32. Parent/carers moving address will also be advised to think carefully before requesting to move their child(ren) to another school.

33. Where a parent/carer insists on a transfer, it would be unlawful for an admission authority to refuse a place if a vacancy exists.

FRAUDULENT APPLICATIONS

34. An offer on the grounds of proximity is conditional on the child being solely or mainly resident at the address provided at the time of application. A business address, a childminder's address, or any other address other than the child's home will not be accepted. Proof of address will be sought and may be subject to further investigation.

35. Haringey Council will make every effort to prevent fraudulent applications. Haringey will carry out random checks on a number of applications and reserve the right to carry out home visits to the address provided on the application form.

36. A school place obtained using a false address will be withdrawn and given to the child who was entitled to that place. If a place is obtained for an older child using fraudulent information, there will be no sibling connection available to subsequent children from that family.

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Report for: Cabinet - 10 February 2026

Item number: 14

Title: Approval of next steps for Wood Green Station Road sites

Report authorised by: Jess Crowe, Corporate Director of Culture, Strategy and Communities

Lead Officer: Abigail Stratford, Director for Placemaking and Community Development
Abigail.stratford@haringey.gov.uk

Ward(s) affected: Woodside and Noel Park

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. In early 2027, the Council will complete the refurbishment of its new Civic Centre. Once complete, the majority of the Council's corporate estate will relocate from the Council's Station Road sites into the new Civic Centre. The '**Station Road sites**' are defined as: River Park House, Alexandra House, 38 Station Road, 48 Station Road, 40 Cumberland Road, 5 River Park Road and adjacent carpark.

1.2. This report seeks approval to appoint a multi-disciplinary team to develop and submit a hybrid planning application for the Station Road sites, to deliver new homes and transform Wood Green town centre. The report seeks approval to incorporate part of the Western End of the site defined as: 40 Cumberland Road and 48 Station Road into the Housing Delivery Programme, to enable early delivery of council homes. The delivery route for the Eastern End of the site, defined as: River Park House, Alexandra House, 38 Station Road, 5 River Park Road and adjacent carpark, will be subject to future decision making following further consideration of how best to maximise the community benefits and value from this part of the site.

1.3. The sites listed in paragraph 1.2 are all currently held by the General Fund. The appropriation of 40 Cumberland Road and 48 Station Road into the Housing Revenue Account will be subject to a future decision by Cabinet once the scheme is further progressed.

2. Cabinet Member Introduction

2.1. Haringey is committed to building a fairer, greener borough. We want to build more affordable homes, a fairer local economy and stronger communities.

2.2. Wood Green is a thriving metropolitan centre where people from across the borough and beyond come to work, shop and socialise. We want to build on this – creating a fairer, greener, safer Wood Green for our residents. The development of the council owned sites on and around Station Road are a real opportunity to drive these ambitions forward.

2.3. With London's housing crisis making rents unaffordable for so many residents across Haringey, we desperately need to build more homes – and build affordable homes wherever we can.

2.4. Over the last two years, we have worked closely with residents, businesses, and visitors to Wood Green to develop Shaping Wood Green, which provides a strategic framework for how we want the town centre to look and feel. Proposals for Wood Green Central will make good on this, turning the needs and ambitions of residents into reality.

3. Recommendations

3.1. Cabinet is recommended to:

i) Approve the preparation and submission of a hybrid planning application for the Station Road sites, comprising a detailed planning application for the Western End (40 Cumberland Road and 48 Station Road), and an outline planning application for the Eastern End (River Park House, Alexandra House, 38 Station Road, 5 River Park Road and the adjacent car park) including all preparatory and consequent steps required to enable planning permission to be granted for the application such as the undertaking of public engagement and the payment of fees and costs connected with the hybrid planning application;

ii) Approve the procurement of a series of commissions, including a multi-disciplinary professional team, to prepare and submit the hybrid planning application and all costs relating to the submission of the application, with an upper cost limit of £4,180,000 with £2,270,000 funded by the Housing Revenue Account and £1,910,000 by the General Fund, a breakdown for which is set out within the Exempt Portion (Appendix 2) to this report;

iii) To delegate the appointment of the multi-disciplinary professional team to the Director of Culture, Strategy and Communities following the completion of the competitive procurement exercise within the cost limit is set out in the table of Chapter 3 of the Exempt Portion (Appendix 2) of this report; and

iv) To incorporate the Western End of the Station Road sites (40 Cumberland Road and 48 Station Road) into the Housing Delivery Programme at Gateway 0.

4. Reasons for decision

4.1. In 2017, the Station Road sites were designated for mixed-use redevelopment within the adopted Site Allocations DPD 2017.

4.2. In 2023, Cabinet approved the Shaping Wood Green vision. Shaping Wood Green was developed through extensive conversations with local communities. It identified the Station Road sites as a key placemaking area that offers a major opportunity to catalyse a generational transformation of Wood Green town centre and attract new uses and investment to diversify the town centre's economy and create new jobs and deliver new homes. The Council's role in delivering this change in Wood Green is unique given its landownership, and ability to convene local stakeholders.

4.3. The Station Road sites now form part of the 'Wood Green Central' site allocation (WG SA01) within the Haringey Local Plan Regulation 18 draft, which was subject to public consultation in November and December 2025. The site allocation identifies the redevelopment of the land at Wood Green Central as suitable for the creation of a new mixed-use area with tall and mid-rise buildings and a welcoming public realm, acting as a catalyst for wider transformation within Wood Green through the delivery of new homes, town centre and employment floorspace and community and cultural uses on the ground floor, and new green public square to support local needs and contribute to the wider regeneration of Wood Green.

4.4. Haringey 2035 sets a vision (link) for the whole of the borough with 6 calls to action. The redevelopment of the Station Road sites provides an opportunity for the Council to deliver against the following:

- The first call to action is to provide safe and affordable housing in Haringey, which the Station Road sites provide an opportunity to deliver.
- The second call for action is to create thriving places. The redevelopment of the Council owned Station Road sites provides a unique opportunity to deliver against this call to action. Within this, the three key actions are:
    - maximising the use of our existing assets,
    - creatively sharing spaces and strengthening networks, and;
    - highlighting the role of green spaces to improve outcomes

4.5. In early 2027, the Council will complete the refurbishment of its new Civic Centre. Once complete, the Council's corporate accommodation will relocate from the Council's Station Road sites into the new Civic Centre and other locations in the borough. This creates a unique opportunity to realise the Council's long-standing aspirations for the Station Road sites.

4.6. The requirements set out in the business case for the Council Office Accommodation Review ("Civic Centre Business Case") are that the Council will utilise the redundant Station Road sites to reduce its current revenue spend on the sites and to generate an income to support the cost of the new Civic Centre.

4.7. In line with above, the following 3 corporate objectives have been identified for the redevelopment of the Station Road Sites:

i) Develop a placemaking led approach to redevelopment on the Station Road sites to enable a once-in-a generation transformation of the town centre.
ii) Meet the requirements of the Civic Centre Business Case as set out in the November 2024 Cabinet decision, which details the financial contribution the redevelopment of the Station Road sites are expected to make to the Council.
iii) Aim for no empty buildings on Station Road sites once the Council has relocated to the Civic Centre.

4.8. Over the past year, officers have carried out extensive testing of a range of delivery options for redeveloping the Station Road sites. The option appraisals undertaken identified a delivery approach for the Station Road sites that best meets the objectives in paragraph 4.7, through dividing the sites into a Western End and an Eastern End (see site definitions in paragraph 1.2):

i) The Western End would be brought forward for delivery by the Council's Housing Delivery team to deliver new council homes, utilising GLA grant funding, supporting the objective to deliver 3,000 new council homes in the borough by 2031.

ii) The delivery route for the Eastern End of the site will be subject to future decision making following further consideration of how best to maximise the community benefits and value from this part of the site. Part of the Eastern End could have the potential for delivery in partnership with a developer partner or through Council delivery. Options for the procurement and delivery strategy for the Eastern End will be further developed and presented to Cabinet at a later date.

iii) A hybrid planning application prepared by the Council would establish a detailed approval for the Western End, enabling the Council to deliver the new council homes, and an outline approval for the Eastern End, setting out the principles and character of the development, but retaining flexibility regarding the detailed design elements so that proposals can be refined to fit future market conditions/demands.. This approach will provide the flexibility required to maximise the community benefits and value from the site.

4.9. The preferred delivery approach effectively meets a number of objectives including securing early delivery of council homes, a route to explore what other public good could be delivered to support the economic vibrancy of Wood Green, whilst retaining a degree of control of the eventual outcomes. While there is potential that some of the Station Road sites are vacant for a period whilst planning is sought, the Council will seek to mitigate and limit this where possible.

4.10. A financial contribution would also be provided to the costs of the Civic Centre refurbishment. On the Western End, this would be achieved through the appropriation of the land from the General Fund to Housing Revenue Account at a later date, and on the Eastern End, the receipt of a capital receipt. It is not currently anticipated that the contribution will be as high as the income assumptions within the Civic Centre Business Case, which is based on a scenario where the existing properties are leased as office space (these assumptions are challenging due to evolving market conditions, see paragraph 5.3). However, any shortfall in financial contribution could be mitigated through reduced maintenance costs on the existing buildings, savings on temporary accommodation, and further consideration of how to maximise land value through the planning and design process. Redevelopment is recommended as a best course of action to maximise value and achieve the placemaking aspirations of the new Local Plan listed in paragraph 4.3 and strategic objectives set out in paragraph 4.7.

4.11. A multi-disciplinary team needs to be appointed to provide the necessary design services, commercial, planning advice, and cost estimates so that the hybrid planning application can be prepared and submitted.

4.12. If approved, the design work for the hybrid planning application will allow the Council to explore a variety of options for town centre uses on the Station Road sites which could include places for working, eating and cultural and leisure activities, in line with the Local Plan and Shaping Wood Green vision. The final decision on what town centre uses will be included as part of the regeneration of the Station Road sites will be determined by the Council's Planning Sub-committee, anticipated in Spring 2028.

5. Alternative options considered

Do nothing

5.1. This is not an option as after the Civic Centre is complete and the buildings are vacated the Council's Station Road buildings will remain a cost on the General Fund in terms of maintenance, security, and business rates. In addition, the Civic Centre Business Case assumes the Council will receive an income from the Station Road sites. The Council must ensure that there is a plan for the future of the sites.

Externally lease Alexandra House, 48 Station Road, and 40 Cumberland Road as office space

5.2. The Civic Centre Business Case assumes that Alexandra House, 48 Station Road and 40 Cumberland Road will be leased as office space, generating rental income for the Council. River Park House is assumed to remain empty, or be demolished, pending future use, due to prohibitive refurbishment and compliance work costs. No assumption of income is made for 38 Station Road and 5 River Park House and adjacent car park (Blue House Yard).

5.3. Commercial property advice received from Montagu Evans in March 2025, and Augarde and Partners in May 2025 states that demand for office space in Wood Green is limited, and that lower quality office space (the classification that these three buildings would fall under) across London has not recovered from the slump in demand following the Covid-19 pandemic. The Council has been advised that there is some local demand for low-cost office/studios for creative uses in Wood Green but that this is insufficient to fully occupy all three buildings without exposing the Council to significant void costs. Further analysis has also found that it would be challenging to meet the target rental income set out in the Civic Centre Business Case through low-cost creative office and studio uses.

5.4. This option also does not address the issue of River Park House remaining empty for an extended period, incurring ongoing annual costs. In addition, the three buildings proposed for lease would require a degree of modification and refurbishment to make them suitable for low-cost creative office and studio uses.

Dispose of the Station Road sites to the market

5.5. The Council could dispose of the sites directly to the market with limited conditions attached. Whilst this approach would secure a capital receipt, it would not meet the Council's objectives around securing placemaking outcomes and shaping the future uses within the site.

5.6. The development market is currently facing several macro-economic challenges that are impacting the viability of development projects, including high finance costs, high construction costs, flat sales values, and the emerging impacts of the new Building Safety Acts requirements for tall buildings. Should the sites be disposed of at this point there is a risk that a) the Council does not achieve the land value it could in an improved market and b) the purchaser could 'land-bank' the sites until the market improves, leading to empty buildings standing for several years to the detriment of the town centre. The Council would also forfeit its ability to leverage inward investment to help achieve its objectives for the sites, including attracting grant funding to deliver new Council homes. This option has therefore been discounted.

Procure a development partner to develop the whole site

5.7. The Council could procure a development partner for the entire site who would then progress a planning application themselves. This approach would meet many of the Council's objectives including securing a capital receipt. Some key placemaking uses could be stipulated in a Development Agreement or other contractual arrangement. This approach would also mean that the Council did not have to fund a planning application itself.

5.8. However, given the macro-economic challenges mentioned in paragraph 5.6, relying on a single delivery method increases the risk profile to the Council as it would be challenging to guarantee delivery timelines. The Council would also forfeit the opportunity for the Council Housing Delivery Team to rapidly deliver

much needed council homes and maximise the use of available housing grant to enable their delivery. This option has therefore been discounted.

6. Background information

Relocation to the Civic Centre

6.1. In July 2019, Cabinet agreed to the principle of consolidating its Wood Green council accommodation onto fewer sites within Wood Green, so as to deliver a better and more accessible service, realise cost savings and release land for other uses which will benefit the community and the town centre. This was in recognition that the existing council accommodation on Station Road was outdated, costly to run and not energy efficient.

6.2. In December 2020, Cabinet agreed to the proposed use of the Civic Centre as the Council's headquarters and democratic functions building, and to undertake the proposed repair, refurbishment and extension works. Following this, in October 2021, Cabinet agreed to proceed with the necessary design work. This report stated that the Council's Station Road sites will be released from requirement following the completion of the annex to the Civic Centre, and that decisions about future use of the buildings on Station Road will be subject to their own decision-making process, once further master planning work is completed and subsequent reports brought to Cabinet.

6.3. In January 2022, Cabinet agreed to award the enabling works contract for the Civic Centre and in November 2024, to award the main works contract. The new Civic Centre is due to complete in 2027.

6.4. Once complete, the Council's corporate accommodation will relocate from the Council's Station Road sites into the new Civic Centre and other locations. This creates a unique opportunity to realise the Council's long-standing aspirations to redevelop the Station Road site.

Wood Green Central Delivery Plan

6.5. In March 2025, the Council commissioned a delivery plan for the Station Road sites. The document produced an indicative masterplan and capacity study for the sites, demonstrating how a placemaking led approach to redevelopment of the sites could manifest alongside meeting the housing targets of the site allocation. The strategy also identified an optimal phasing approach, dividing the site into a Western End and an Eastern End, as outlined in paragraph 1.2. Soft market testing gave confidence that the Eastern End land parcel would still have broad appeal to partners who share the Council's placemaking values, should the Council wish to follow this route, whilst allowing the Council to consider other uses on the Western end.

6.6. The Council subsequently tested a longlist of delivery scenarios for the sites, using the indicative masterplan developed through the delivery plan, and assessed each against the Council's strategic objectives – see paragraph 4.7. These scenarios explored a range of approaches, including the extent to which

the Council should take a lead on delivery of council housing across the sites, and the level of potential private sector involvement. This analysis concluded that the preferred approach to divide the site in half, with an initial phase to deliver Council housing on the Western End. The delivery of the Eastern End is subject to further decision making following further consideration of how best to maximise the community benefits and value from this part of the site balancing considerations on deliverability, securing the potential for a capital receipt, managing the Council's risk exposure, and ensuring high-quality placemaking outcomes.

6.7. An Economic Impact Assessment (EIA) was produced by Avison Young in May 2025 and modelled the impact of the proposed delivery approach. The EIA showed that redevelopment could have a positive effect on the town centre overall, providing construction jobs, new homes, and increased spend in the town centre, as well as improvements to residents' wellbeing and health with new public spaces and different uses in the town centre. This aligns with the aims of both the Local Plan and Shaping Wood Green.

Budget

6.8. It is estimated that a total of £4,180,000 will be needed to fund the hybrid planning application. This includes for the following workstreams:

- Appointment of a multi-disciplinary team to produce the material for the hybrid planning application.
- Appointment of a client-side project manager to oversee the project
- Commissioning of a Ground Floor Study to examine options for the town centre uses for the scheme.
- Public engagement
- Fees to cover a Planning Performance Agreement ahead of planning submission.

6.9. Of the total sum it is estimated that £2,270,000 would be funded from the HRA and £1,910,000 from the General Fund, fully covered by the Wood Green Central budget in the Placemaking programme.

Programme

6.10. An indicative high-level milestone programme would be:

Indicative Milestone	**Estimated Date**
Cabinet decision	Feb 2026
Appoint a Design Team	Late Spring 2026
Relocation of Council's accommodation to the Civic Centre	Early 2027
Submit hybrid planning application	Summer 2027
Determination period, S106, and permission received	Spring 2028
Demolition + contractor procurement for Western End	Summer/Winter 2028

Appointment of partner for Eastern End (subject to future decision-making)	
Start construction of council homes on the Western End	Summer 2029

6.11. The programme assumes that 48 Station Road will be vacant in April 2027 when the Civic Centre is ready. However, there is a risk that some Council services may need to remain in 48 Station Road until 2028 in which case any appropriation to the HRA would be delayed. This risk will be monitored and mitigated where possible as the proposals progress.

Consultation

6.12. The 'Wood Green Central' site allocation was discussed with the public as part of the Local Plan Regulation 18 Consultation that ran from October to December 2025. This included a dedicated engagement board on the contents of the site allocation. The engagement programme consisted of:

- An email to the management companies of both Blue House Yard and the artists in 40 Cumberland Road to pass onto tenants to inform them of the updated site allocation proposals
- A mid-week public drop-in session from mid-afternoon to the evening in Wood Green Library
- A public drop-in session over a Saturday lunchtime in the Mall
- A display at the Haringey Business Forum event at the Metro Bank, High Road
- An in-person workshop at Alexandra Gate Community Centre
- Two on-line workshops
- A youth engagement workshop at Rising Green Youth Hub
- Opportunity to leave online feedback through the Local Plan Commonplace website

6.13. As the planning application progresses, there will be further opportunities for consultation and engagement to ensure that the Wood Green community are shaping the proposals at this important site, aligned to the Haringey Deal. A steering group will be established, which will include local ward councillors, to inform and shape the next stage of the project and the design proposals for the hybrid planning application. The Council will also communicate with the 'meanwhile use' tenants currently in occupation at 5 River Park Road (Blue House Yard) and 40 Cumberland Road during the planning application process, as more is understood about the proposals for the site and workspace opportunities.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes?

7.1. Under the 'Shaping Wood Green' section of the Corporate Delivery Plan, there is an activity to provide a 'Wood Green Central strategy for transformation of Council assets' for Autumn 2025. This Cabinet decision delivers that commitment in part through the recommended approach to the sites at the

Western End. It also enables the necessary work to be taken forward to fully develop the delivery approach for the Eastern End and then bring back to Cabinet a proposal for formal adoption of the final strategy.

8. Carbon and Climate Change

8.1. The Cabinet recommendations will not directly reduce carbon emissions in the borough, as the decisions are related to design work only. However, as part of the design work further studies into the feasibility of retaining any existing buildings will be carried out. Any new buildings will be designed to meet modern energy use standards and to mitigate the effects of climate change and enable users to live low carbon lifestyles.

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Finance

9.1. The recommendations of the report are to:

- Approve the preparation and submission of a hybrid planning application for the Station Road sites, comprising a detailed planning application for the Western End (40 Cumberland Road and 48 Station Road), and an outline planning application for the Eastern End (River Park House, Alexandra House, 38 Station Road, 5 River Park Road and the adjacent car park); and

- Approve the procurement of a multi-disciplinary professional team and associated commissions to prepare and submit the hybrid planning application and all costs relating to the submission of the application, within the cost limit is set out in the table of Chapter 3 of the exempt Appendix 2.

9.2. These recommendations take the future of Station Road in a different direction to that envisaged by the Civic Centre Business Case as last agreed by Cabinet in November 2024.

9.3. The Civic Centre Business Case in November 2024 noted that the gross cost of the Civic Centre was £4,801k with a net cost of £3,570k and that this revised position was higher than the current budgets by c£689k. To allow for further movement, the MTFS was updated by £1m.

9.4. The proposed change in approach to Alexandra House, River Park House, and the Blue Yard, means that the Council will, in the medium term, retain all the sites, the cost of running them and not generating significant income, all of which underpinned the Civic Centre Business Case.

9.5. The budgetary analysis below is based on several assumptions around timing and resultant savings that if not realised will impact the Council's budget.

9.6. The business case also allowed for investment in the buildings to enable them to be lettable, £4.562m. Whilst this is not now required, there is capital expenditure to relocate certain services to achieve vacant possession. As such there are no assumed savings in the approved General Fund capital programme.

9.7. The proposal does provide the Council with additional social rent homes that will generate savings to the Council (unlike the previous proposal), and in time will free up the budgets of Alexandra House, River Park House, and the Blue Yard and provide either a capital receipt or an appropriation value.

9.8. As the operational model of the Civic Centre becomes clearer further estimated budgetary provision to run the facility is required and an additional budget provision of £300k is needed. The revised budget position for 2027/28 is set out below:

		£000's
Gross Cost of Civic Centre Business Case		4,801
Estimated Cost of Civic Centre		**4,801**
Current Civic Centre Budget		1,516
Pressure		3,285
Mitigation*	868	
Net Pressure 2027/28		**2,417**

*This is the appropriation of 48 Station Road and 40 Cumberland Road. The appropriation will reduce the General Fund interest budget by £868k.

9.9. This pressure is reduced in 2028/29 as the partner for the Eastern End would take possession of the sites which would enable the release of the revenue budgets, estimated at £1,411k as well as the revenue impact of the capital receipt from the partner, £310k. So, for 2028/29 the revenue pressure reduces by £1,721k to £697k. If the development is to be undertaken through direct housing delivery there would be an appropriation value equivalent to the capital receipt.

9.10. By 2030/31 it is assumed that the social homes would be delivered, and it is estimated that 55% of new homes delivered will reduce temporary accommodation costs. This means that the pressure reduces by £771k to effectively zero.

9.11. No account of the effect of the development on the Eastern End has been taken as it is too uncertain as to the outcome of the development process other than the released budgets and the capital receipt/appropriation.

9.12. The Table below summarises the above by financial year:

	2027/28	2028/29	2029/30	2030/31	2031/32
	£000's	£000's	£000's	£000's	£000's
Gross Pressure	2,418	- 1,721	-	- 771	-

Net Pressure	-	697	-	- 74	-

9.13 The development costs of the Eastern End will be funded through the approved General Fund capital programme and will serve to increase the value of the site. These costs will in effect be reimbursed to the Council when the site is developed through either the capital receipt received from a disposal or an appropriation adjustment.

9.14. The proposed development of the Western End has been through the normal HRA development appraisal process. Further details of the HRA appraisal are in the exempt report.

Procurement

9.14. Strategic Procurement (SP) has been consulted and notes the contents of this report and the recommendations set out.

9.15. The procurement opportunities will be tendered in accordance with the Councils' Contract Standing Orders, with primary consideration given to CSO's 7.02 and 8.01. Approval for an alternate route to market will be sought from the Chief Procurement Officer.

9.16. SP will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with Councils' priorities.

9.17. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet are required to approve the commencement of a tendering process where the value of the contract to be procured is £500,000 and above.

Legal

9.18. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.19. The Council is the owner of the Station Road sites that planning permission is being sought to develop.

9.20. The Council preparing and submitting a hybrid planning application for the Station Road sites is authorised under section 2 of the Localism Act 2011.

9.21. Pursuant to the provisions of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has authority to approve the commencement of a procurement exercise where the value of the contracts to be procured is £500,000 or more and as such the recommendation in paragraph 3(1)(ii) of the report is in line with the Council's CSO.

9.22. Pursuant to the provisions of the Council's CSO 2.01(c), Cabinet has authority to approve awards of Contract valued at £500,000 or more.

9.23. Further to paragraph 9.22 above, the recommendation in paragraph 3(3)(iii) of the report to delegate the appointment of the multi-disciplinary professional team to the Director of Culture, Strategy and Communities following the completion of the competitive procurement exercise within the cost limit is set out in the table of Chapter 3 of the exempt part (Appendix 2) of the report is in line with the provisions of Part 4 Section F paragraph 1.3(a) of the Council's Constitution and also in line with law. Cabinet has power under the Local Government Act 2000 to delegate the discharge of any of its functions to an officer (S.9E (Discharge of Functions).

9.24. The decisions whether to prepare and submit the hybrid planning application for the Station Road, enter into contracts with third parties for the same and authorise the programme for delivery of the Station Road sites at the Western End are executive decisions that Cabinet can take in accordance with the Council's Constitution.

9.25. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

Equality

9.26. The council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

9.27. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

9.28. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.29. This decision will allow a project to progress to design stage, but at this point it is considered to have a neutral equalities impact, as there will be no disproportionate or notable impacts on groups with protected characteristics.

9.30. However, as design proposals progress, the project will be subject to detailed equalities analysis, including a full Equalities Impact Assessment where appropriate. Similarly, as detailed proposals for ongoing engagement are

developed, they will also be assessed to ensure compliance with the Public Sector Equality Duty.

10. Use of Appendices

- Appendix 1 – Plan of Station Road Sites
- Appendix 2 – Budget and commissioning strategy (Exempt)

11. Background papers

Cabinet reports relating to the Civic Centre:

i) 9 July 2019 – Council Owned Sites in Wood Green (link)
ii) 8 December 2020 – Proposed Future Use of Civic Centre and Capital Works (link)
iii) 12 October 2021 – Civic Centre Refurbishment (and Extension) Works (link)
iv) 18 January 2022 – Civic Centre Project Update and Enabling Works Contract Award (link)
v) 12 November 2024 – Civic Centre Development Project, Construction Main Contract Award (link)
vi) 12 November 2024 – Council Office Accommodation Review (link)

Report for: Cabinet, 10th February 2026

Item number: To be added by the Committee Section

Title: Approval of next steps for Wood Green Station Road sites

Report authorised by: Jess Crowe, Corporate Director of Culture, Strategy and Communities

Lead Officer: Abigail Stratford, Director for Placemaking and Community Development
Abigail.stratford@haringey.gov.uk

Ward(s) affected: Woodside and Noel Park

Report for Key/ Non Key Decision: Key Decision

Appendix 1 – Plan of the Station Road Sites

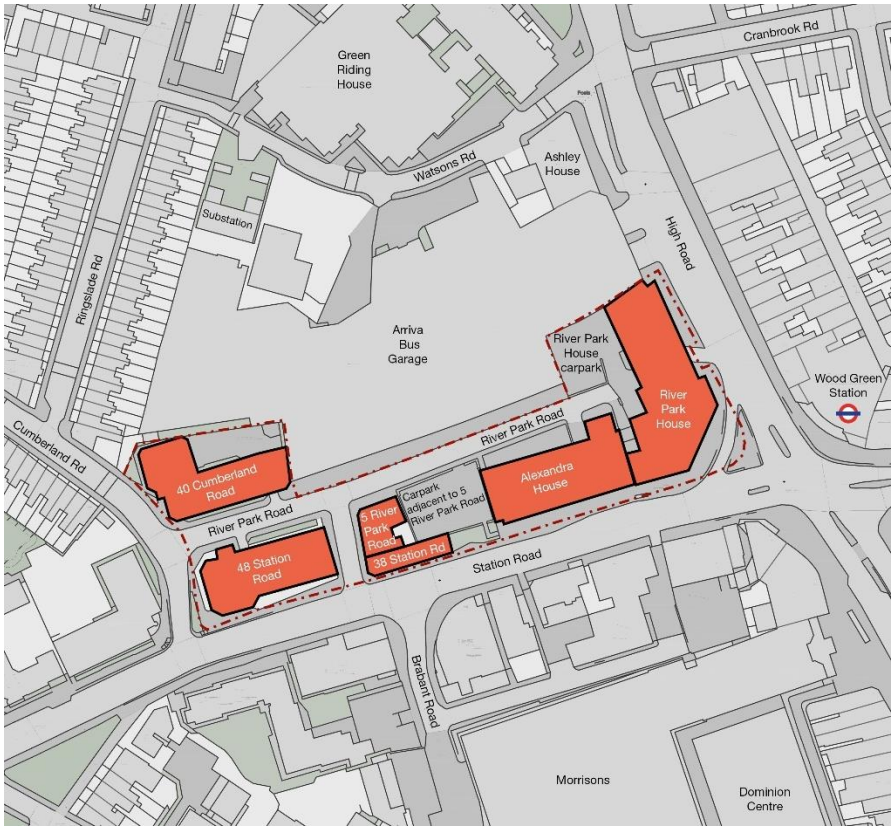

Fig 1. Redline boundary of the Council's Station Road sites

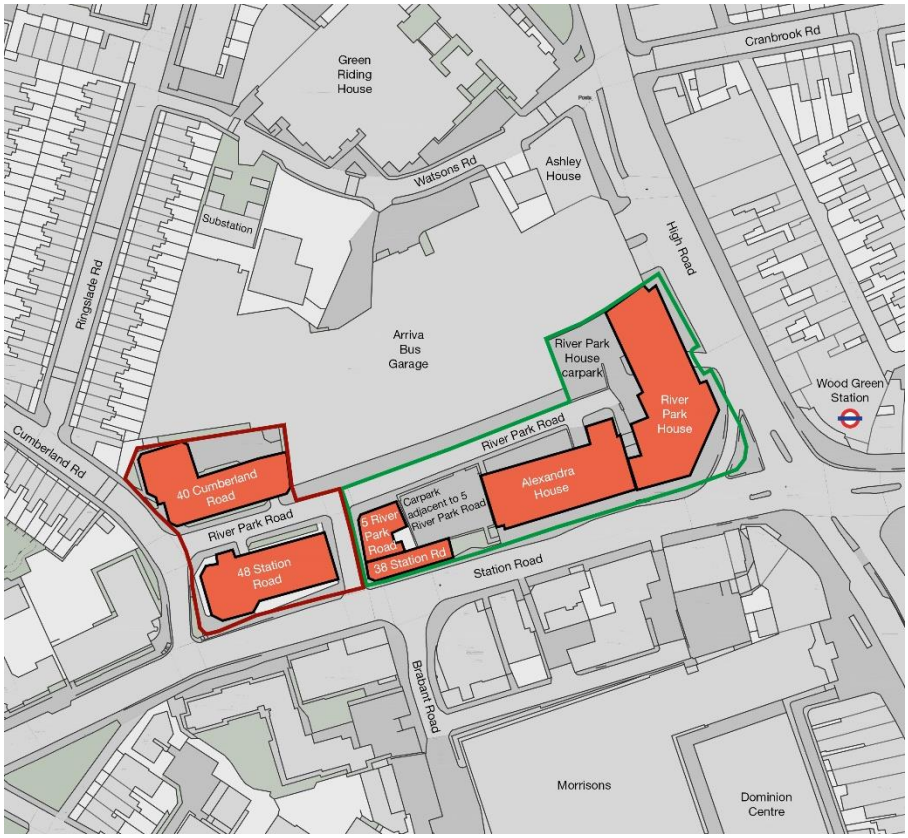

Fig 2. Approximate redline boundary between the Western end (solid green line) and Eastern end (solid red line)

Report for: Cabinet - 10 February 2026

Item number: 15

Title: Approval of the Voluntary and Community Sector Action Plan

Report authorised by : Jess Crowe, Corporate Director of Culture, Strategy and Communities

Lead Officer: Christina Andrew, Head of Resettlemnt, Migration and Inequalities, christina.andrew@haringey.gov.uk

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. This report seeks endorsement of Haringey Community Collaborative's (HCC's) priorities for 2025 – 2026, following a series of engagement sessions and surveying the voluntary and community sector to agree their focus. We have set out actions the council will take to support HCC and the sector as a whole to deliver against the priorities and to continue to improve our collaboration – the report also seeks approval for this approach.

1.2. This approach aims to further align the council's work with the needs of the voluntary and community sector, using the priorities they have identified to inform the work we will do to support a thriving voluntary and community sector (VCS) in the borough, rather than developing a separate action plan or strategy from a council perspective, in line with the Council's Haringey Deal principles.

2. Cabinet Member Introduction

The Voluntary and Community Sector (VCS) is an indispensable part of Haringey. From public health and welfare to environmental work and community cohesion, voluntary and community organisations provide vital support to residents, often with limited resources.

Recognising the vital role the VCS plays in supporting Haringey's communities, our VCS Strategic Partner, the Haringey Community Collaborative (HCC), developed its priorities through extensive engagement with a wide range of VCS organisations. These priorities reflect the insight and experience of organisations working closely with residents.

In line with our commitment under the Haringey Deal to work in partnership with our communities, this Action Plan sets out how the Council will align its approach to

support the VCS as a sector, responding to these priorities and focusing on areas such as funding, coordination and partnership working.

I look forward to seeing how this more coordinated and collaborative approach will strengthen the sector and have a positive impact for Haringey's communities.

3. Recommendations

For Cabinet to:

3.1. Endorse Haringey Community Collaborative's priorities for the Voluntary and Community Sector (VCS) for 2025 – 2026 (Appendix 1)

3.2. Approve the Council's approach to supporting the sector's delivery of these priorities through the implementation of the VCS Action Plan while beginning work during 2026/27 to explore co-creation of a Community Strategy for Haringey (Appendix 2).

4. Reasons for decision

4.1. HCC's priorities (Appendix 1) have been developed through a series of engagement sessions with the VCS, and build on their experience of supporting the sector over the last 18 months approximately. Two VCS Priorities Workshops were run (in person and online), engaging 42 VCS participants and 23 statutory partners, and the borough wide survey run by HCC had 52 organisational responses. This engagement achieved more depth and breadth than the council would have been capable of with our current resources, and utilised the trusting relationship formed between HCC and the wider sector since it took on the role as capacity building partner.

4.2. In identifying its priorities for the VCS, HCC has considered alignment with the six Calls to Action in "Haringey 2035: Our Vision", the borough-wide vision for the next ten years, and has been explicit in highlighting connections between the two.

4.3. The VCS Action Plan at Appendix 2 sets out the work we suggest is necessary to support the VCS to deliver against the priorities identified by HCC.

4.4. The VCS Action Plan responds directly to the six priorities using a theory of change approach and notes existing work and frameworks already in place to ensure we utilise current knowledge, resources and relationships, and avoid duplication. The actions aim to dovetail our efforts to improve our relationships and governance arrangements with the VCS, for example, the Social Value Leases Policy, with the needs outlined in the priorities, for example, better access to community spaces to improve health and wellbeing.

4.5. The report also highlights the emerging new national framework governing the relationship between the VCS and public authorities and

the need for Haringey to develop a more holistic picture of all the different relationships and interactions it holds organisationally with different elements of the local VCS. It sets out a strategic intention over the next couple of years, building on the community engagement and other opportunities likely to be offered by, for example, the London Borough of Culture year in 2027/28, to explore the development of a broader Community Strategy for Haringey in partnership with the VCS.

5. Alternative options considered

5.1. Progressing with a VCS Strategy designed and developed by the council was considered but not recommended due to the shift in relationship we are seeking between the council and the VCS, following the principles of the Haringey Deal. A council-designed strategy would have seen our perspective shaping the work, whereas the approach we are suggesting – using HCC's VCS priorities to frame our actions – allows us to be led by the VCS's needs, described by them. A strategy development process would also have required significant officer resource to run adequate engagement across the council and the VCS, which is currently significantly stretched.

6. Background information

6.1. The Haringey Deal seeks a different relationship between the Council and Haringey's communities, one based more on improving relationships, listening, sharing power and creating space for good things to happen. Developing and further strengthening our strategic relationship with the VCS and wider community sector needs to be grounded in these principles and based on in-depth engagement and co-production. The action plan being recommended to Cabinet is based largely on the priorities that our Strategic Partner, Haringey Community Collaborative, have been co-creating with our voluntary and community sector over the last year.

6.2. There is already significant strategic alignment between what we are seeking to achieve through "Haringey 2035: Our Vision" and what the VCS wants to see as outcomes from our collective work together - we plan to use these shared goals as a foundation for longer-term engagement.

6.3. A further rationale for developing our strategic relationship in a considered and intentional way through a process of deep engagement derives from the fact that the council has many different relationships between different departments and different parts of the voluntary and community sector. These include, for example:

- VCS groups are commissioned to support specific target groups to provide Public Health and Social Care services where community

knowledge and trust is critical, e.g. VAWG, culturally appropriate care provision;
- VCS groups are funded to provide services requiring specialist knowledge and in areas where independence and advocacy is important, e.g. welfare information and advice;
- Community groups occupy many council-owned community assets under a variety of historic arrangements and work is underway to regularise these under the new social value leases policy;
- Community groups can bid for small community grants from specific funds and for specific events e.g. under the Carbon Community Fund and for civic and cultural programmes;
- The Social Value Portal seeks to secure contributions from contractors towards community projects and social value outcomes through procurement activity;
- Community networks & local relationships are a source of strength for resilience and cohesion.

6.4. We do not have a single picture of all these funding arrangements and different relationships, potentially leading to duplication or acting at cross-purposes, as well as confusion for the sector. Over the longer term we want to build up this single holistic picture and identify how best to take it forward more coherently. Our existing work and the relationships underpinning it are included as initial reference points for continuation and / or development in the action plan, and we recognise that following further engagement and review, some of our existing approaches will require varying degrees of change in the short, medium and long term.

6.5. There are a number of systemic challenges we face as a borough, impacting both the council and the VCS. The difficult financial context in which we are operating means limited resources for public services. This directly affects our residents and applies knock on pressure to the VCS as it supports them. Also, as this is a London wide and national issue, we know funding is becoming increasingly difficult to secure for VCS groups, often leading to situations where multiple organisations in Haringey are applying to the same funders. This backdrop will require open communication and continued collaboration to ensure we avoid duplication and can identify opportunities to maximise funding and resources wherever possible.

6.6. This is a one year action plan for 2026 – 2027 that will take us to the delivery of London Borough of Culture. Beyond this the council commits to exploring the development of a future Community Strategy based on Haringey Deal principles and more in-depth engagement to bring together deliverables involving different teams across the Council:

- VCS
- Resettlement, Migration & Inequalities
- Resident Experience, Information and Advice
- Environment

- Placemaking
- Community Development & Engagement
- Public Health
- Community Assets
- Children & Young People
- Procurement
- Welfare and Financial Support Teams

6.7. During 2026-27 the intention is that officers will create a council-wide working group bringing together the above teams to start to build up the holistic picture of all our relationships and develop a plan to explore the co-creation of a Community Strategy in partnership with the VCS over the following 1-2 years.

6.8. Taking this longer-term, strategic approach to co-creating a Haringey Community Strategy in partnership with the local VCS would enable us to build on the Haringey Deal and would also enable Haringey to further align its approach with emerging national thinking and new frameworks around the relationship between the VCS and public authorities. For example, there was a Local Government Association (LGA) and Locality study in 2022 which identified 4 principles of effective strategic relationships:

- Shared foundations – clear shared understanding of purpose, value and roles
- Relational culture – behaviours and ways of working
- Effective structures – systems, processes that support long-term commitment
- Capacity and resources to support action

6.9. The forthcoming Crisis and Resilience Fund policy work will be undertaken in close collaboration with the new working group, with a view to strengthening strategic alignment and coordination through structured engagement with the VCS. This programme of work aims to establish clearer pathways for crisis support and resilience activity, identify gaps, minimise duplication across the system, and ensure that limited resources are directed effectively towards residents most impacted by the cost-of-living crisis.

6.10. At national government level, historically, the National Compact governed relationships between VCS and government. This lasted for 12 years but was wound up under the Coalition government although some local areas have maintained local Compacts to support a positive way of working between the council and local VCS. Consultation during 2024 resulted in a ‘reset’ of the national relationship and launch of a new Civil Society Covenant in July 2025. Components of this include:

- A Joint Council to monitor the Covenant’s implementation will be established;

- Sub-groups will include a Local Implementation Task & Finish (T&F) Group and a Commissioning T&F Group;
- Commitment to a Local Covenant Partnerships Programme including potential grant funding.

6.11. Looking at the four principles from the LGA-Locality study, it feels like Haringey has begun to develop the first two through the Haringey Deal but needs to do further work on the second two which are potentially more challenging. It will be helpful for Haringey to keep an eye on national policy and governmental developments and ensure we are in a strong place to benefit from any future funding and good practice learning.

6.12. The LGA response to the 2024 consultation also emphasised that councils have long-standing local relationships with VCS groups and have to balance the roles of being commissioners of services from, grant-awarders to and strategic partners of VCS organisations. As a council, Haringey recognises these points and would want to further develop its existing long-standing local relationships in close collaboration and partnership with the local VCS. This will enable us to collectively better understand the totality of those relationships and whether and how they may need to evolve in the future.

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes?

7.1. The Voluntary and Community Sector contributes to outcomes across the entirety of the Corporate Delivery Plan, with VCS groups operating across all eight themes:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare
- Homes for the future
- Safer Haringey
- Culturally rich borough
- Place and economy

8. Carbon and Climate Change

8.1. The recommendations have scope to positively impact carbon emissions and the impacts of climate change through the promotion of specific funding opportunities for the VCS (e.g. the Community Carbon Fund).

9. Statutory Officers comments

Finance

The Council's one-year VCS action plan which sets out how the council will work to support the VCS as a sector and the delivery of Haringey Community Collaborative's 2025 – 2026 priorities in particular, will be managed through existing budgeted internal staffing resources and externally commissioned arrangements.

The mapping of VCS services commissioned across the council should root out any areas of duplication, ensuring better co-ordination of existing resources and thereby maximise the impact of our funding to the VCS sector.

Procurement

Strategic Procurement notes the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the recommendations stated in paragraph 3 above.

Strategic Procurement will continue to support VSC organisations and the proposed action plan where appropriate.

Head of Legal & Governance

Section 1 of the Localism Act 2011 gives a local authority the power to do anything that individuals generally may do. The council's contribution to costs associated with the launch and development of the schemes within this framework is within the scope of this general power.

The Authority will need to ensure that the distribution of grants is fair and proportionate and complies with its duties under the Equality Act, set out in more detail below

Equality

The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic

The VCS Action Plan supports compliance with the Duty by promoting inclusive, culturally competent services and aiming to reduce systemic barriers for marginalised groups, including racialised communities, disabled people, and those with no recourse to public funds.

The priorities identified by HCC seek to address negative experiences and poor opportunities felt by groups with protected characteristics, including those affected by intersectionality. Positive impacts include targeted support for groups disproportionately affected by cost-of-living pressures, health inequalities, and employment barriers (e.g., disabled and neurodivergent residents, older people, refugees, and ethnic minority communities). Employability and skills priorities aim to create inclusive pathways into work and volunteering, addressing structural inequalities. The plan seeks to strengthen community cohesion through shared spaces, co-production, and partnership working. Initiatives such as Challenge Funds and capacity-building programmes should encourage collaboration across diverse communities. The intention will be to monitor outcomes and potential impacts for those from protected groups once delivery is underway.

Between July – October 2025, HCC, supported by the Council, gathered insights from 52 Haringey-based VCS organisations through our borough-wide survey, alongside 42 VCS participants and 23 representatives from statutory partners (NHS and Haringey Council) across two VCS Priorities Workshops (online and in person) and a ‘Cabinet in the Community’ event. Priorities were co-produced with the VCS, ensuring voices of grassroots and seldom-heard communities shaped the Action Plan. Future development of the Community Strategy will continue this approach, embedding equalities in design and delivery.

10. Use of Appendices

Appendix 1 Haringey Community Collaborative Priorities
Appendix 2 Haringey VCS Action Plan 2026-27

11. Background papers

a. *Civil Society Covenant July 2025: https://www.gov.uk/government/publications/civil-society-covenant/civil-society-covenant#forewords*
b. *The state of strategic relationships between Councils and their local voluntary and community sector, LGA 2022:*

https://www.local.gov.uk/publications/state-strategic-relationships-between-councils-and-their-local-voluntary-and-community

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Haringey
Community
Collaborative

Our priorities

2026 - 2027

Draft

www.haringeycollaborative.org

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Executive Summary

Haringey's voluntary and community sector (VCS) continues to play an important role in supporting local residents and communities. The sector is strong at tackling challenges such as social exclusion, mental health and wellbeing of residents, and the rising cost of living. Grassroots groups, community networks, and larger VCS organisations improve the lives of people across all ages and communities, particularly the young, the old, and those with multiple and more complex needs.

Haringey's VCS is good at understanding real community needs and providing culturally sensitive and trustworthy support to residents. The sector is trusted, connected, and empathetic. These strengths are constrained by ongoing organisational challenges including difficulties recruiting and retaining volunteers, changes to community asset leasing, and increased demand for their services. These challenges are made worse by financial pressures of rising costs, short term grants, and more competition for funding. Despite these pressures the sector remains an vital pillar for community resilience, connection, and wellbeing.

Summary – Priority Challenges 2026-2027

The 2026–2027 Priority Challenge Themes reflect both continuity and evolution in the needs of Haringey's residents and the Voluntary and Community Sector (VCS). Based on this year's co-production process and borough-wide VCS engagement, six priority areas have been identified.

Priorities 1 - 3 (Cost of Living; Crime & Community Safety; Mental Health & Wellbeing) remain unchanged from last year. Reflected in the co-production process, surveys and workshops, these challenges continue to have the most significant impact on communities and VCS organisations.

Priority 4 (Employability, Skills, Education & Training) has been identified as a higher priority through this year's co-production (compared with 2024-2025). It reflects a strong and growing consensus that long-term improvement in residents' wellbeing relies on improving access to good-quality work, inclusive training pathways and skills development, particularly for young people, neurodivergent and disabled residents, and those facing structural barriers to opportunity.

Priorities 5 and 6 (Health & Social Inequalities; Housing) are recognised as highly important to the VCS, with deep connections to every other priority theme. However, these areas require significant systemic change, strategic leadership and investment beyond the direct control of the VCS. While the sector plays a vital role in advocacy, community intelligence and preventative action, meaningful solutions depend on national policy, statutory service reform, infrastructure investment and cross-borough collaboration.

These six priority themes form a picture of the pressures affecting communities in Haringey. This report defines the challenges, desired VCS outcomes, and opportunities for influence and wider systems change.

The Haringey Community Collaborative delivers our mission through three interconnected functions.

1) **Action** focuses on practical support for the voluntary and community sector (VCS), including providing funding through the VCS Challenge Funds and helping organisations build partnerships and develop strong, competitive bids.

2) **Capacity building** strengthens the sector by offering training and learning opportunities, such as online "lunch and learn" sessions, expert-led workshops, and dedicated support from the VCS Capacity Building Lead, to equip organisations to address priority themes.

3) **Influence change** brings the VCS, grassroots communities, and decision-makers together to shape policy and drive systemic change, ensuring the voice and knowledge of the VCS and grassroots communities co-produce the changes we want to see

About Haringey Community Collaborative

Established in May 2024 and commissioned by Haringey Council, **Haringey Community Collaborative** (delivered by Public Voice and Mind in Haringey) was created to provide strategic leadership and build capacity across the borough's VCS. Our aim is to support VCS organisations – particularly grassroots and underserved groups – to strengthen governance, enhance service delivery, and help to develop the skills resources the sector needs to effectively support the community.

We aim to help and support groups and organisations, and the sector overall, with:

- Sustainability and fundraising
- Governance
- Service delivery and scaling
- Recruiting and working with volunteers
- Measuring, reporting and increasing impact
- Networking, convening and working in partnership
- Being heard and valued by decision makers and key stakeholders in and beyond Haringey

We involve residents and organisations in all levels of decision making, from identifying priorities and themes for the VCS to the allocation of local grant funding in Haringey.

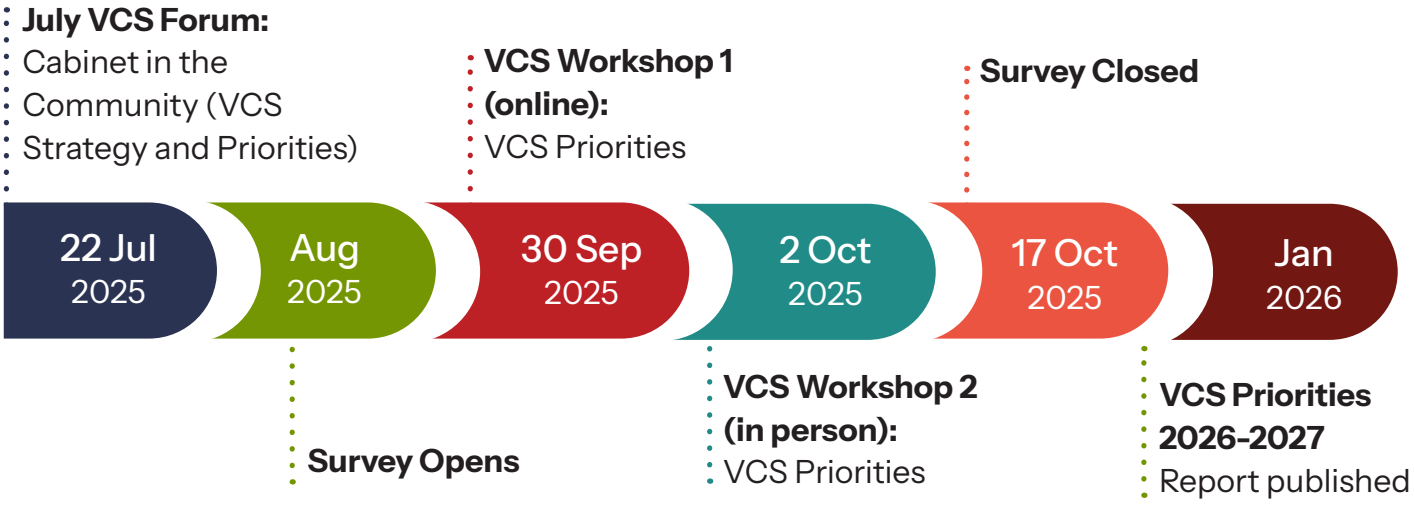
Deciding Our Strategic Priorities

As part of our **2026–2027 VCS Priorities Setting**, we have continued to take a co-production approach to reviewing and agreeing our strategic priorities and the focus of our capacity building efforts. This year, we engaged widely across the sector to ensure that our work continues to be shaped by those closest to the communities we serve.

Between July – October 2025, we gathered insights from **52 Haringey-based VCS organisations through our borough-wide survey**, alongside **42 VCS participants** and **23 representatives from statutory partners** (NHS and Haringey Council) across two VCS Priorities Workshops (online and in person) and a 'Cabinet in the Community' event. While the contributions of statutory partners provided valuable context and alignment, the focus of this report is on the priorities identified by and for Haringey's Voluntary and Community Sector, ensuring that the voices of local organisations remain at the heart of our collective direction.

We sought to learn from and build on what has already been achieved, focusing our efforts specifically on the areas where the VCS has the greatest potential to address a challenge, and where the sector most needed capacity building support.

Summary of our co-production process



Stage 1: Reading and learning

Lots of research has been conducted on both the important issues and challenges in Haringey, as well as on the role and health of local VCS. This stage included analysis of strategies, visions and action plans for or relevant to Haringey, as well as wider regional or national reports, including the status of the voluntary sector. We also spoke with experts on these topics for further background. We worked alongside Haingey's Cabinet Member for Communities to share learning.

From this we identified:

- Already acknowledged issues and priorities in Haringey
- Ways a local VCS can address local challenges
- Areas of strength and of need for Haringey's VCS

Stage 2: Shortlisting themes

We reviewed our a longlist of themes, adding in emerging challenges and gaps raised by VCS organisations through our VCS Forums and feedback channels; additions included, racism and discrimination, and community assets and buildings (e.g. access and leases). We conducted an updated survey across Haringey's VCS, to get views and rankings of priorities for VCS organisations and the communities they serve in Haringey. We also gathered feedback from the VCS on strengths, challenges and capacity building needs for the sector.

Stage 3: VCS strengths

Building on the strengths identified through last year's engagement, we surveyed the sector to reaffirm what the VCS does well, its key strengths, and how the sector delivers successful projects.

Stage 4: Defining priorities

Drawing together what had been shared about both the key issues in Haringey, and the role and capabilities of the borough's VCS, we facilitated workshops and a 'Cabinet in the Community' event for the sector to decide which priorities should be the focus of Haringey Community Collaborative.

From this we identified:

- Priority challenges to be addressed through Challenge Funds and collaborations among Haringey's VCS
- Outcomes to target in response to each priority challenge
- Areas of focus for capacity building efforts, to strengthen and help sustain Haringey's VCS

Haringey Borough Vision – Six 'Calls to Action'

The Haringey Community Collaborative's VCS priority themes for 2026-2027 closely align with the six 'calls to action' outlined in Haringey Council's borough vision for 2035 [1]. The voluntary and community sector is a key partner in Haringey's future, and if the borough is to achieve its 2035 vision, the sector must be valued and empowered to shape decision-making.

Call to Action 1: Safe and affordable housing is directly supported through the Collaborative's housing priority, alongside work on cost of living, by strengthening access to high-quality advice, supporting advocacy and enabling VCS organisations to evidence poor housing conditions and challenge unsafe or unaffordable practices.

Call to Action 2: Thriving places is advanced across all six VCS priorities through efforts to strengthen community networks, maximise the use of local assets, share spaces creatively, and create inclusive, welcoming environments that reflect Haringey's diverse communities.

Call to Action 3: Supporting children and young people's experiences and skills is strongly aligned with the employability, skills, education and training priority, as well as work on mental health and wellbeing and crime and community safety, supporting families, creating safe and high-quality spaces, bridging skills gaps, and ensuring young people's voices inform local decision-making.

Call to Action 4: Feeling safe and being safe is directly reflected in the crime and community safety priority, which promotes community-led safety approaches, multi-agency working, improved trust, and targeted responses to violence, antisocial behaviour and hate crime.

Call to Action 5: Tackling inequalities in health and wellbeing is central to the Collaborative's work on mental health and wellbeing, health and social inequalities, and cost of living, focusing on preventative pathways, reducing barriers to primary care, and addressing the structural drivers of poor health outcomes. Finally, through empowering organisations that promote sustainability, green engagement, and equitable resource access, the Collaborative also contributes to **Call to Action 6: Supporting greener choices**, ensuring grassroots communities are central to the borough's transition to a greener future.

1 Haringey 2035: Our Vision; Haringey Council https://haringey.gov.uk/council-elections/council-policies-plans/haringey-2035-our-vision

Priority Themes

Each of the below were identified as themes that the voluntary sector should prioritise over the coming year. Below, we describe why these were considered most important in Haringey.

1. Cost of Living

Household costs continue to rise across the UK, while real disposable incomes have stagnated, leaving 7.1 million low-income households across the country – around 1 in 4 – unable to afford essentials such as heating or toiletries in the past six months [1]. Around 14% of households – 7.3 million adults – reported going hungry in January 2025 [2].

Cost of living pressures are keenly felt in Haringey: almost half of the wards in the borough are within the most deprived wards in England: 20.1% of children live in relative poverty [3].

Cost of living pressures continue to shape almost every aspect of life in Haringey. Residents are experiencing escalating food costs, rising fuel bills, insecure work, and rental prices that far outpace wages. Many people, particularly pensioners, disabled people, families living in overcrowded housing and people with no recourse to public funds, are unable to meet even their basic needs. Food poverty, fuel poverty and homelessness are described as widespread, with reports of families having to choose between food and heating. Poor housing conditions such as damp, mould and delayed repairs significantly add to health and financial strain.

The situation is compounded by increasing mental health needs, long waiting lists for support, and the complex social issues that intersect with financial hardship. For children and young people, overcrowded homes, intergenerational unemployment, and lack of safe spaces create additional barriers to wellbeing and opportunity.

VCS organisations themselves face instability due to short-term funding cycles, heavy administrative burdens, and an inconsistent funding landscape. This disrupts service continuity. For example, successful programmes for girls or vulnerable young people have been lost because funding was withdrawn despite clear evidence of need.

1 Put cost of living at heart of Budget for growth and fairness. Joseph Rowntree Foundation (2025): https://www.jrf.org.uk/cost-of-living/put-cost-of-living-at-heart-of-budget-for-growth-and-fairness
2 Latest food insecurity tracker shows seven million adults going hungry. The Food Foundation (2025): https://foodfoundation.org.uk/news/latest-food-insecurity-tracker-shows-seven-million-adults-going-hungry
3 Haringey population data. Haringey Council (2025): https://haringey.gov.uk/council-elections/data-finance/haringey-population-data

2. Crime and Community Safety

Sadly youth involvement in knife crime persists nationwide, with 18% of related convictions involving children [4]. Meanwhile drug-related crime has grown to nearly 204,000 offences recorded in England and Wales in 2024-25, up from 182,000 for the previous year [5].
Knife crime offences had decreased slightly (by 2%) in the 12 months to January 2025, but remain a significant concern [6]. The drug crime rate in Haringey in January 2025 was among the highest in London, however, and drug offences accounted for 6.5% of all recorded crime in the borough [7].

Crime and community safety concerns in Haringey span youth violence, knife crime, domestic violence, antisocial behaviour, drug and alcohol misuse, and a general need for safer, cleaner community spaces. Young people in particular are vulnerable to exploitation, gang-related harm and lack of safe opportunities for social engagement.
Some VCS highlighted mistrust in policing, particularly regarding racial disproportionality, surveillance, facial recognition technology used in majority-BAME neighbourhoods, and fears of increased data monitoring. These issues undermine community confidence and can exacerbate feelings of exclusion and marginalisation.

Domestic abuse remains a persistent concern, with many residents requiring safer options, more accessible support, and stronger community-based responses. Social isolation, lack of community cohesion and limited youth life-skills provision contribute to the wider safety landscape.

3. Mental Health and Wellbeing Support

One in five adults are living with a common mental health problem in the UK [8]. Demand for support among children and young people is at record levels. Over 16,500 people were waiting over 18 months for mental health treatment [9].

Mental health challenges are widespread and intersect with poverty, crime, exclusion, disability, and housing insecurity. Youth mental health is a major concern, with long waiting times, inconsistent support, and inadequate provision in educational settings. Short-term interventions often discharge people too early, leaving them without sustained care.

4 Knife Crime: Key Evidence and Insights. Youth Justice Board (2025): https://yjresourcehub.uk/wp-content/uploads/2025/08/Knife-Crime-Key-Evidence-and-Insights-Aug-2025-1.pdf
5 Number of police recorded drug offences in England and Wales from 2002/03 to 2024/25. Statista (2025): https://www.statista.com/statistics/283103/drugs-in-england-and-wales/
6 Crime and Violence Overview. Scrutiny Panel, Haringey Council (2025): https://www.minutes.haringey.gov.uk/documents/s150222/Haringey%20Crime%20and%20Violence%20Overview%20March%202025.pdf
7 Crime Statistics for Haringey. Homenicom (2025): https://homenicom.co.uk/area/haringey/crime-rate; Crime and Safety in Haringey. CrimeRate (2025): https://crimerate.co.uk/london/haringey
8 Adult Psychiatric Morbidity Survey: Survey of Mental Health and Wellbeing, England, 2023/4. NHS England Digital (2025): https://digital.nhs.uk/data-and-information/publications/statistical/adult-psychiatric-morbidity-survey/survey-of-mental-health-and-wellbeing-england-2023-24/common-mental-health-conditions
9 New analysis of NHS data on mental health waiting times. Rethink Mental Illness (2025): https://www.rethink.org/news-and-stories/media-centre/2025/02/new-analysis-of-nhs-data-on-mental-health-waiting-times/

Vulnerable individuals, including those facing poverty, additional needs, or social isolation, often rely on VCS organisations for emotional support, signposting, and community connection. There is a growing need for trauma-informed, culturally sensitive mental health services that recognise the social context in which distress emerges.

4. Employability, Skills, Education, and Training

Over 10% of the UK workforce is considered to be in precarious work – with women, younger and working class people more likely to be affected [10]. In Haringey, wages are below London average and unemployment higher than average [11].

Many residents face entrenched barriers to employment, including low local job availability, discrimination, lack of accessible training, and insufficient support for people who are neurodiverse, disabled or experiencing mental health challenges. Young people in particular struggle to secure sustainable, meaningful work that aligns with their interests and potential. Barriers are often social as well as economic: challenges with immigration status, mental health, daily living skills, form-filling, and general confidence-building all hinder access to opportunities. There is strong demand for more inclusive pathways into creative industries, cultural leadership roles, and community-based employment opportunities.

People with learning disabilities face extreme employment inequality, with only a small proportion gaining paid employment. They often experience stigma, limited work experience offers, and a lack of mixed-ability activities where skills can be developed safely and inclusively.

10 Assessment of the scale and nature of labour market non-compliance in the UK: interim report. Department for Business and Trade (2024): https://www.gov.uk/government/publications/assessment-of-the-scale-and-nature-of-labour-market-non-compliance-in-the-uk-interim-report

11 Haringey at a glance: State of the Borough. Haringey Council (2025): https://haringey.gov.uk/sites/default/files/2024-04/state_of_the_borough_final_master_version.pdf

5. Health and Social Inequalities

Health and social inequalities underpin nearly every other challenge facing residents. Inequities arise from structural racism, discrimination, disability barriers, class disparities, poor housing, food poverty, lack of accessible community venues, and inconsistent healthcare access. Some groups, such as people with learning disabilities, face substantially reduced life expectancy and limited social inclusion.

Residents report difficulties accessing GP appointments, social care, and specialist support - particularly for neurodiversity, SEND needs and early diagnosis. Public health concerns span obesity, substance misuse, gambling, sexual health, dementia prevention and injury prevention. There is also a perception that services and priorities are not universal across the borough and that Haringey's geographical boundaries don't always reflect where residents in Haringey and surrounding boroughs live their lives. Haringey health and social inequalities are experienced significantly differently between neighbourhoods.

Many groups report barriers to affordable community spaces, restricting their capacity to offer inclusive activities, healthy living programmes and social connection.

6. Housing

The UK is facing a housing crisis: waiting lists for family-sized social housing have grown 37% since 2015, and over 131,000 households living in temporary accommodation in England as of March 2025, a year-on-year rise of 12% [12]. Haringey's social housing waiting list stood at over 13,000 in April 2024, significantly above the London average of 10,192. Haringey had over 2,600 households living in temporary accommodation as of September 2025, 29% higher than the London average [13].

The housing crisis is one of the most pressing issues for residents. Problems include insecure private rentals, rising rents, homelessness, poor-quality or unsafe social housing, and extremely long delays in accessing housing services. Disabled people, older people and SEND families often have specific housing needs, yet appropriate, adapted or local housing is limited.
Rising homelessness and restricted access to hostels or safe temporary accommodation, particularly in winter, place many residents at risk. Overcrowding affects young people's mental health and education, while families in areas like Muswell Hill are being priced out of the communities where their support networks exist.
Housing quality, climate resilience and the need for sustainable homes were also highlighted, along with the belief that without stable housing, residents cannot address other issues such as employment or mental health.

12 Statutory homelessness in England: financial year 2024-25. Ministry of Housing, Communities and Local Government (2025): https://www.gov.uk/government/statistics/statutory-homelessness-in-england-financial-year-2024-25/statutory-homelessness-in-england-financial-year-2024-25

13 Housing, Planning and Development Scrutiny Panel: Tuesday 23rd September 2025. Haringey Council (2025): https://www.minutes.haringey.gov.uk/documents/g11288/Public%20reports%20pack%2023rd-Sep-2025%2018.30%20Housing%20Planning%20and%20Development%20Scrutiny%20Panel.pdf?T=10

How We Will Take Action

To support the VCS with practical, tangible interventions that strengthen delivery and respond to the cross-cutting issues faced by residents, we commit to:

- Provide funding to Haringey VCS to address priority themes through our Challenge Fund model (see box). We will prioritise areas of the borough with highest levels of deprivation and where health and social inequalities are most stark.
- Supporting collaboration and partnership-building, helping organisations to co-design bids, form thematic networks, and develop joint projects.

We will fund and support partnership working to deliver the following the outcomes.

What is a Challenge Fund?

Challenge Funds involve awarding small grants (typically up to £3,000) to VCS grassroots organisations in Haringey, with each Challenge Fund focusing on a different priority theme. These grants provide seed funding to help grassroots organisations test, learn and build evidence for new or existing initiatives addressing the Challenge Fund theme. Grant award decisions will be co-produced by a panel of residents and other stakeholders with knowledge and experience of the Challenge Fund theme.

The selected cohort of grant awardees will get:

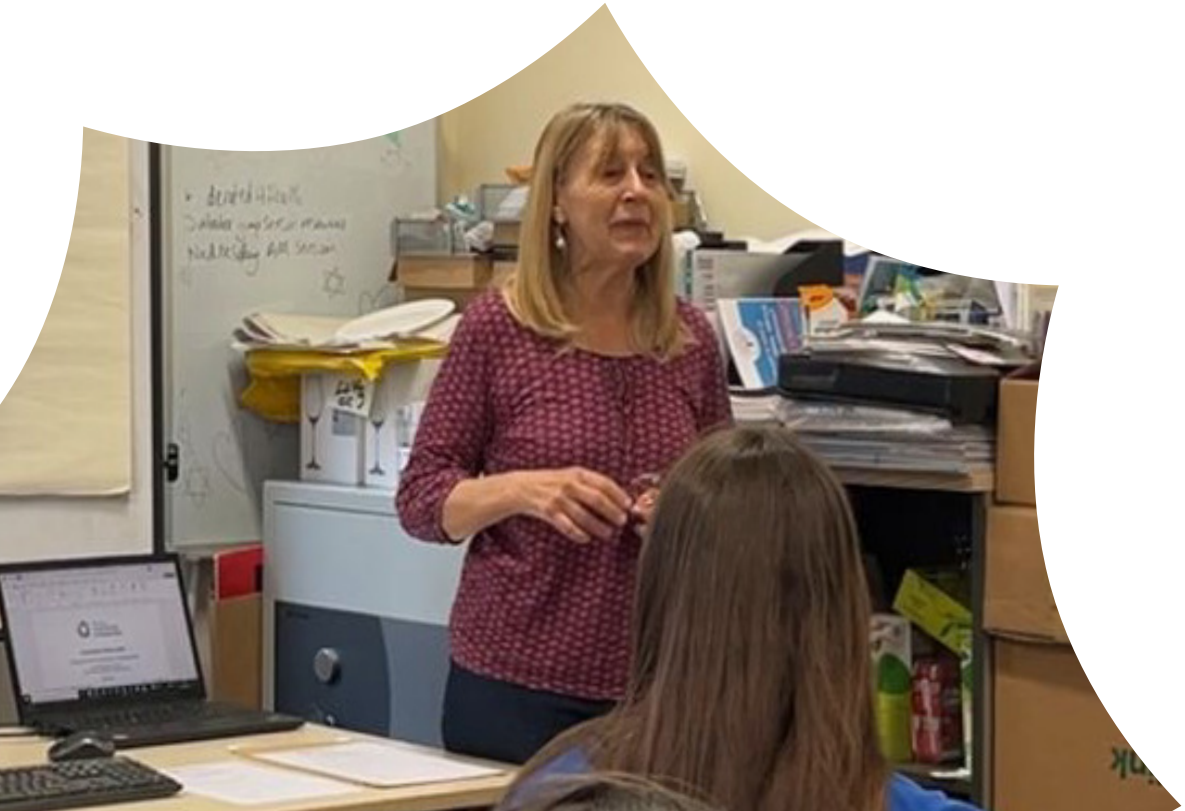
- Funding to support their proposed project or initiative
- Tailored capacity building support
- Advice on measuring and reporting the impact of their project or initiative
- Opportunities to network with the rest of the cohort in a community of practice, sharing learning and ideas to link their work
- Chances to showcase their work and impact to potential funders, partners and other key stakeholders

Our priorities will inform future Challenge Funds.

Information and support for organisations interested in applying, will be shared by the Haringey Community Collaborative – to find out more join our mailing list.

Cost of Living

- Supporting residents to meet their basic needs, including access to amenities for a decent standard of living – such as clothing, hygiene products/facilities, nutritious and quality food, energy/fuel, affordable and suitable housing, and warm/cool and welcoming spaces
- A reduction in food and fuel insecurity through local, culturally appropriate food equity models, high-quality food support, and strengthened community food networks.
- Support that ensures basic needs are met before expecting residents to engage in employment, training or other development opportunities - moving people from "surviving to thriving."
- Greater stability for VCS organisations through sustainable, long-term funding and simpler reporting processes, enabling consistency of provision.
- Residents have the knowledge, skills and confidence to navigate complex systems (including digital) and enact their rights.
- Financial stability, including access to support and opportunities to develop skills, find decent and adequately paid employment, or for those wanting to start their own business.
- Joined-up, holistic support and information is provided in convenient and welcoming locations
- Young people in Haringey are supported to fulfil their potential
- Dignity is ensured for all residents.



Summary of our first Challenge Fund: Cost of Living

The first Challenge Fund was announced in December 2024 and delivered from January to June 2025. We provided small grants ranging from **£1,950 to £3,000**, totalling **£19,912** to eight grassroots VCS organisations to deliver six-month projects tackling the rising cost of living.

Each unique project, achieve positive outcomes through supporting residents to meet their **basic needs**, improving **access to community support** services, and supporting residents with **financial stability**.

Grant awardees and projects:

- **Pram Depot:** Baby Boxes and Buggies for Vulnerable Mums in Haringey
- **Tender Loving Care Group:** Digital Cost of Living Project
- **The Cheer Up Squad:** Cheerful Meals
- **WAVE Hub (We're All Valued Equally):** Weekly Café and Activities
- **Women at the Well of Living Waters:** WOW Community Hub
- **Haringey Over 50s Forum:** Haringey Older Peoples Alliance, 'Live Cheaper, Warmer, Healthier' Advice Lunches
- **Bounds Green Food Bank:** Independent Community Run Food Bank
- **A Fairer Chance:** Working Black Women Project, Haringey

In July 2025, the Cost of Living Challenge Fund concluded with a showcase event, bringing together grant awardees, beneficiaries, funders, and community members to share the impact and learnings from the projects and celebrate the work of grassroots organisations.

Read more about our Cost of Living Challenge Fund Impact here:
Spotlight on impact: Cost of Living Challenge Fund

Crime and Community Safety

- All residents feel safe and supported in their communities
- Reduction in youth violence through preventative, trauma-informed and relationship-based support, including accessible mental health care, education, life-skills development and pathways into employment.
- Public spaces and assets are accessible and inclusive
- Community activities welcome the full diversity of Haringey's people. Seldom heard and/or vulnerable groups are engaged and supported in particular.
- Increased support for survivors of domestic violence, ensuring culturally competent and accessible services.
- Greater opportunities for young people and young adults to access safe, inclusive spaces, mentoring and personal development programmes.
- Community-led initiatives that address antisocial behaviour and substance misuse, particularly among young people.

Mental health wellbeing and support

- All young people able to access timely, high-quality mental health and wellbeing support, including those at risk of exclusion or involved in youth crime.
- Stronger consistency of mental health provision, with longer-term support options and reduced early discharge.
- Increased community capacity to support vulnerable individuals, including those with additional needs or disabilities.
- Improved links between mental health, employability, housing and safety services, recognising the interconnected nature of wellbeing.
- More inclusive community spaces that promote belonging, connection and positive identity.

Employability, skills, education and training

- Influence employers to adopt inclusive recruitment practices, disability-friendly workplaces and accessible progression routes.
- Advocate for regionally funded skills programmes that prioritise those facing the greatest barriers, including neurodiverse and disabled young people.
- Partner with schools, SEND services and further education institutions to strengthen transitions from education into employment or training.
- Influence government policy to recognise the long-term cost of excluding disabled and neurodivergent people from fair employment.

Health and social inequalities

- Push for policies combating racism, discrimination and disability inequality across public services, including policing, health and education.
- Campaign for improved public health investment, better GP access, and SEND-specific support pathways.
- Influence borough-wide strategies on environmental health, active travel, green spaces and sustainable community building.
- Highlight and evidence intersectional need, emphasising that cost of living, housing, mental health and disability must be tackled together.

Housing

- Campaign for expanded social housing and stronger regulation of private rented sector affordability and conditions.
- Advocate for a more transparent and responsive repairs and adaptations system.
- Stronger message from the VCS that investment in climate-resilient housing and sustainable community infrastructure is needed for communities.
- Influence national policy on overcrowding, homelessness protections, and support for families with complex needs.

Capacity Building Priorities

To strengthen the resilience, confidence and skills of Haringey's voluntary and community sector, we commit to:

- **Delivering training and learning opportunities**, including 'lunch and learns', expert-led sessions and bespoke support, focusing on themes the sector repeatedly identified as priority: trauma-informed practice, inclusive employability pathways, domestic abuse response, culturally competent mental health support, and navigating complex systems like housing, health, or welfare.
- **Developing skills and knowledge in the VCS (through training and practical resources)**, we will deliver targeted training and develop easy-to-use tools that help VCS groups
- **Building organisational resilience**, with support around fundraising, monitoring and evaluation, governance, safeguarding, data and GDPR, digital confidence and long-term planning.
- **Strengthening cross-sector connections**, ensuring the VCS, statutory partners and community leadership groups learn from each other, share intelligence, and understand the inequalities and lived realities facing residents across the borough.

The following were identified as key areas for capacity building support from or via the Haringey Community Collaborative.

Training and Development

- Provide training for staff and volunteers to enhance their skills and knowledge
- Offer training on project delivery, governance, and best practices

Collaboration and Partnerships

- Facilitate collaboration among grassroots organisations to improve efficiency and effectiveness
- Develop a common set of governance documents to streamline processes and promote consistency
- Support joint bidding efforts to increase success rates and leverage collective resources

Bid Writing and Funding

- Assistance with bid writing and funding applications
- Explore the use of AI to improve bid writing and policy development

Volunteer Engagement

- Offer training and support for volunteer development, conditions, policy, and remuneration
- Launch a campaign to recruit volunteers across the Voluntary and Community Sector (VCS)

Technology and Data

- Provide training on technology and data collection to support grant applications and community engagement
- Address language barriers to ensure accessibility for all residents

Knowledge Sharing

- Facilitate information sharing and awareness among VCS organisations
- Offer training on changes to benefits and other relevant topics

Policy and Procedures

- Identify gaps in policies and procedures to improve efficiency and effectiveness

Community Engagement

- Create a central platform for information and support
- Promote collaboration among VCS organisations to avoid duplication of services and foster a competitive spirit
- Improve communication of community activities, such as warm and cool spaces
- Support advocacy and community ambassador initiatives

Influence Change

To advocate for a fairer system, we commit to amplifying the voice and expertise of community organisations, ensuring lived experience of grassroots communities directly shapes local strategies on cost of living, housing quality, youth safety, SEND provision and mental health access.

In particular, we will seek to influence change with and for the sector in the following areas:

- **Cost of living:** Work collectively to produce shared evidence and data demonstrating the local impact of cost of living pressures and pushing for cross-sector responses that recognise the intersections between poverty, health, employment and housing.
- **Crime and community safety:** Collaboratively influence regional and national strategies on youth violence, social isolation, crime prevention and digital surveillance policy.
- **Mental wellbeing and support:** Lobby for whole-system approaches that integrate mental health with poverty alleviation, housing quality and employment pathways.
- **Employability, skills, education and training:** Lobby for local job creation, including community wealth-building and investment in social enterprises.
- **Health and social inequalities:** Advocate for co-designed health services with the VCS as equal partners in shaping commissioning, delivery and monitoring.
- **Housing:** Provide evidence on how housing impacts mental health, employability, poverty and community cohesion to influence local strategy.

Other areas of potential VCS influence are shared below. Where practical, the Collaborative will support the efforts of others to influence change in these areas

Cost of living

- Advocate collectively for long-term, accessible funding models with less bureaucracy and clear strategic priorities shaped by VCS expertise.
- Influence local housing and anti-poverty strategies by providing community intelligence on living conditions, overcrowding and unsafe accommodation.
- Lobby regional and national government for stronger welfare protections, higher pensions, better social housing investment, and policies that keep rent increases in check.
- Campaign for fairer energy policies, winter support schemes, and targeted protection for low-income families and pensioners.
- Work collectively to produce shared evidence and data demonstrating the local impact of cost of living pressures and pushing for cross-sector responses that recognise the intersections between poverty, health, employment and housing.

Crime and community safety

- Champion community-informed policing by bringing lived experience from residents, especially minoritised communities, into local safety partnership planning.
- Advocate for transparent, equitable policing practices that address concerns around surveillance and racial discrimination.
- Lobby for sustainable investment in youth services, domestic abuse provision and early-intervention projects that tackle root causes rather than symptoms.
- Work with the local authority to co-design safer public spaces, improved lighting, and community-led environmental improvements.

Mental wellbeing and support

- Advocate for improved CAMHS and adult mental health funding, reduced waiting times and more accessible criteria.
- Influence education policy to ensure mental health support is embedded within schools, especially for those experiencing behavioural or learning challenges.
- Work with regional and national decision-makers to elevate the message that early intervention, long-term support and culturally competent models are essential.

Employability, skills, education and training

- Influence employers to adopt inclusive recruitment practices, disability-friendly workplaces and accessible progression routes.
- Advocate for regionally funded skills programmes that prioritise those facing the greatest barriers, including neurodiverse and disabled young people.
- Partner with schools, SEND services and further education institutions to strengthen transitions from education into employment or training.
- Influence government policy to recognise the long-term cost of excluding disabled and neurodivergent people from fair employment.

Health and social inequalities

- Push for policies combating racism, discrimination and disability inequality across public services, including policing, health and education.
- Campaign for improved public health investment, better GP access, and SEND-specific support pathways.
- Influence borough-wide strategies on environmental health, active travel, green spaces and sustainable community building.
- Highlight and evidence intersectional need, emphasising that cost of living, housing, mental health and disability must be tackled together.

Housing

- Campaign for expanded social housing and stronger regulation of private rented sector affordability and conditions.
- Advocate for a more transparent and responsive repairs and adaptations system.
- Stronger message from the VCS that investment in climate-resilient housing and sustainable community infrastructure is needed for communities.
- Influence national policy on overcrowding, homelessness protections, and support for families with complex needs.

Strengths of Haringey's Voluntary and Community Sector (VCS)

VCS staff and volunteers perceive a clear and consistent picture of what our sector does well: Haringey's Voluntary and Community Sector is one of the borough's most trusted, connected, and responsive systems of support. The sector's strengths lie in its deep community relationships, its ability to understand and articulate local need, and its flexibility to act quickly. Haringey's VCS is strong when statutory services are stretched, unavailable, or can't meet community needs.

1. Deep Community Knowledge and Trusted Relationships

Across responses, organisations emphasised their proximity to residents, their understanding of communities at neighbourhood, and the trust they build with groups who may feel marginalised or overlooked. This includes refugees and migrant families, people experiencing poverty, isolated older people, and ethnic minority children with additional needs.

VCS organisations often act as the first point of contact and some residents feel more comfortable approaching community groups than large systems. Respondents noted that simply "picking up the phone and speaking to someone" is not always available from statutory services but remains core to the VCS approach.

2. Inclusion, Empathy and Culturally-Sensitive Support

The sector is recognised for creating welcoming, nonjudgemental spaces where residents feel safe and included. Many organisations offer culturally sensitive, holistic and tailored support, enabling people to participate regardless of background, confidence or need. This ability to meet people "where they are" was repeatedly cited as a defining strength.

3. Knowing and Meeting Community Needs

A major theme was the VCS's role in addressing unmet needs, bridging gaps when statutory provision is stretched or unavailable, and supporting those who struggle to access support or digital systems. Respondents described the sector as flexible, responsive and often the only accessible option for residents facing long waits, digital barriers, or financial pressures.

Services include:

- outreach and mediation
- bespoke one-to-one support
- signposting and advocacy
- wellbeing and social connection opportunities
- capacity building and training

Several responses stressed that the sector's creativity and speed allow it to trial innovative

models and intervene early before problems escalate.

4. Building Community Connection, Belonging and Empowerment

The VCS plays a crucial role in strengthening social networks, building cooperation and empathy, and reducing loneliness. Activities range from events and festivals to small community clubs and peer-led groups.

Organisations emphasised co-production, working with residents to design services that reflect lived experiences and local realities.

5. Collaboration, Information Sharing and Collective Action

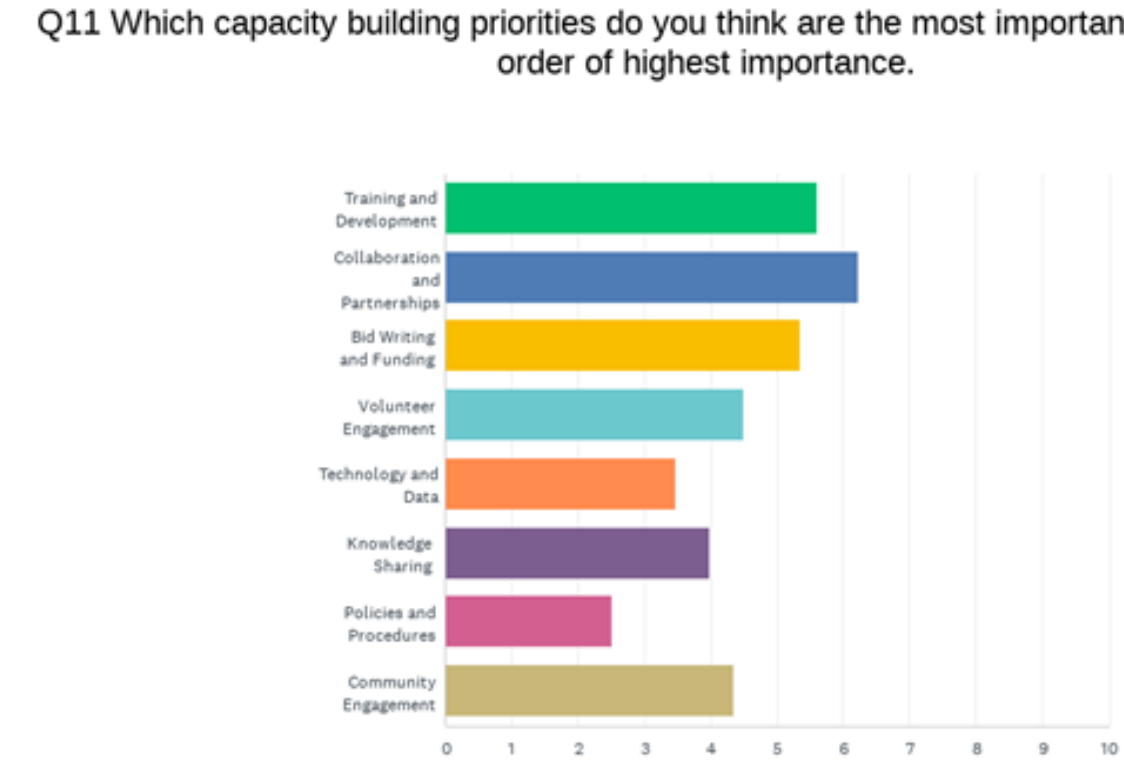
Networks such as NAVNET+ and community forums were praised for facilitating information sharing, joint working, and collective problem-solving. Respondents highlighted the value of "contact corridors" between groups and the role of networks in improving outreach, visibility, and coordination across the borough.

Several organisations expressed a desire for more opportunities for collaboration, particularly among more insular groups and communities.

6. A High-Value, Overstretched Sector

A recurring message was that the VCS provides exceptional value for money, often delivering impactful services on minimal budgets. However, contributors also highlighted the pressure of short-term funding, the emotional and practical burden placed on charities, and a perception that VCS strengths are sometimes undervalued. Despite this, respondents emphasised that the sector continues to deliver dedicated, inventive, and community-driven support.

Challenges and Limitations for the VCS in Haringey



Survey responses from VCS organisations across Haringey highlight a wide range of structural, operational, and financial challenges affecting their ability to meet community needs. These issues reflect both long-term systemic pressures and more recent shifts in policy, funding, and community expectations. These areas will remain a focus for capacity building among the sector.

1. Capacity Constraints and Increasing Demand

Many organisations report being overstretched, with demand for services rising faster than their ability to respond. Limited staff capacity, small volunteer teams, and difficulties recruiting and retaining workers - particularly when roles are low-paid - contribute to a persistent strain on service delivery. Several groups noted that demand is increasingly complex, with individuals requiring more intensive support, often linked to cost-of-living pressures, housing problems, or health-related issues.

2. Volunteer Reliance and Recruitment Challenges

A substantial number of organisations rely heavily on volunteers, yet recruiting and retaining volunteers, especially young people, is becoming increasingly difficult. Non-attendance, irregular commitment, and skill gaps among volunteers further hinder service continuity. This reliance becomes particularly problematic when volunteers are supporting residents with multiple or complex needs.

3. Financial Pressures, Funding Instability, Bid Writing

Funding remains one of the most significant constraints. Rising costs (particularly costs associated with leasing and renting community spaces and buildings) make it increasingly difficult for organisations to deliver activities. Many note inadequate core funding, short-term project funding, and growing competition for grants. Several respondents raised concerns that funders are closing opportunities early due to overwhelming demand. Meanwhile, the reduction of corporate donations and the heightened emphasis on statistical reporting over meaningful outcomes create additional burdens.

4. Strain from Statutory Service Gaps

A recurring theme is the expectation that the VCS will compensate for the shortcomings of local and national government services. Organisations feel they are being relied on to address issues they lack the powers or resources to resolve. This includes supporting people navigating complex systems (such as welfare, housing, and health) without adequate training or information. Some report insufficient communication and trust from statutory partners when escalating issues.

5. Policy Instability and Strategic Barriers

Frequent changes in government and local authority policy create uncertainty and disrupt long-term planning. Organisations struggle to align with shifting priorities and funding criteria. Respondents highlighted the need for more secure, long-term access to community buildings, noting that short or medium-term leases limit the ability of VCS organisations to attract significant investment or restricts their eligibility for certain grant funds.

6. Access to Space and Rising Costs

High rental costs for community venues are a major barrier, with some previously affordable local spaces now priced beyond reach. VCS groups express concerns around the implementation

of Haringey's Community Assets Social Value Policy, stressing that this is not financially viable for many VCS groups. This could limit the ability of organisations to run activities, deliver consistent services, or expand provision in response to community demand.

7. Communication, Collaboration, and Information Gaps

Responses expressed that there is often limited awareness of what services exist locally, reducing opportunities for coordinated support. Many highlighted the need for clearer communication, shared purpose, and improved signposting - particularly around systems that are difficult for residents to navigate.

8. Societal and Community Cohesion Challenges

Broader community dynamics also impact the VCS. Issues such as social polarisation, lack of community cohesion, and growing mistrust place additional pressure on organisations attempting to create safe and inclusive spaces. Some groups report that clients sometimes have misinformation or unrealistic expectations, further complicating service delivery.

9. Governance and Skills Limitations

Some smaller grassroots organisations noted gaps in governance, strategic planning, and specialist skills. These limitations can impact their ability to compete for funding, meet regulatory requirements, or engage effectively at strategic levels across Haringey and beyond.

Next steps

We will focus our efforts over the coming year on the co-produced priorities shared in this report. This will involve:

- Launching a Challenge Fund in January 2026
- Working with the VCS to develop collaborative projects that respond to the priority themes
- Engaging funders to support additional Challenge Funds addressing our priority themes
- Delivering VCS Forum events and learning/training sessions in response to the VCS capacity building priorities

More details on the Challenge Fund and application process will be announced by the Community Collaborative. **Join our mailing list to keep updated**.

Every year we will review these priorities and co-produce again to refresh our strategy.

Thank you to everyone who has participated so far, and who continues to engage with and support the Haringey Community Collaborative.

Appendices

Insights from our co-production

Appendix (a): Narratives / Case Studies from the VCS Priority Challenges survey responses

A. Pioneer Girlz - The Impact of Unstable Funding

Priority Area: Cost of Living / VCS Sustainability
A well-regarded girls' programme providing safety, empowerment and positive development opportunities lost funding after one year, despite clear evidence of continued need. The case exemplifies how short-term funding cycles undermine consistent, preventative work with young people.

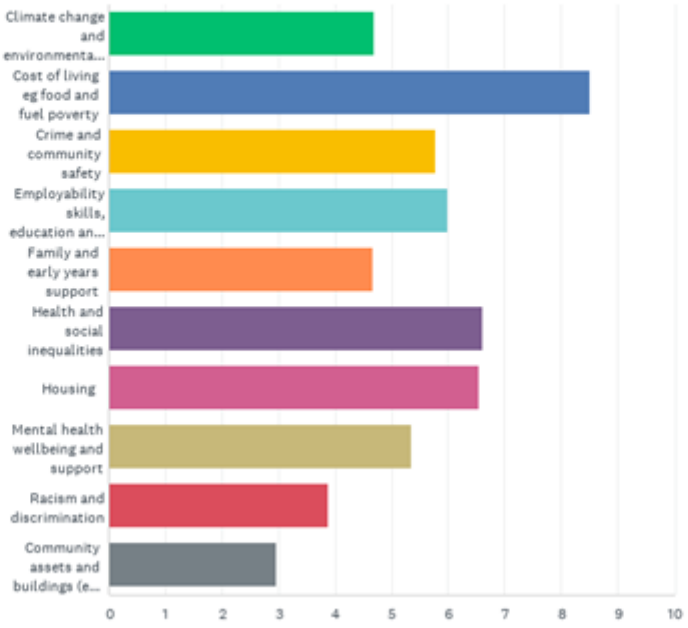
B. Wave Hub - A Model of Mixed-Ability Inclusion

Priority Areas: Health & Social Inequalities; Employability & Skills
Wave Hub creates inclusive, mixed-ability environments where disabled and non-disabled people participate together. Their donation-based activities reduce isolation for people with learning disabilities, while their mixed-ability café provides work experience, confidence-building and pathways into volunteering or employment.

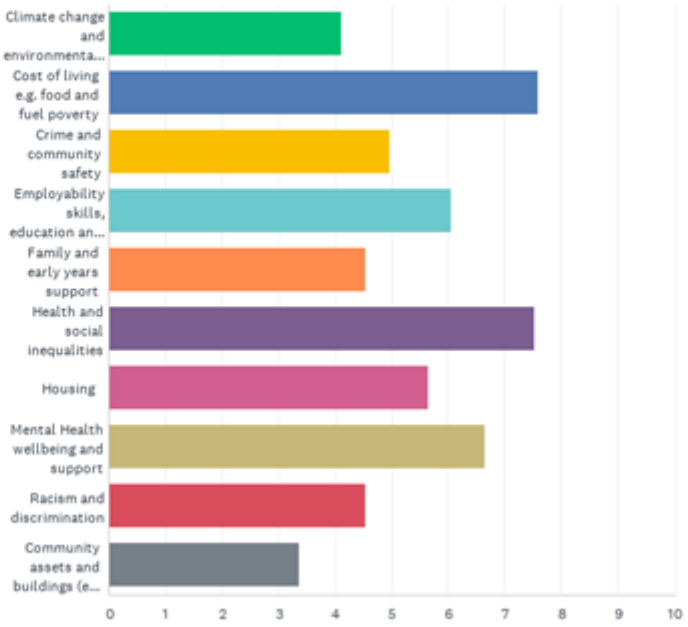
C. Pedal Power - Tackling Health Inequalities for Disabled People

Priority Area: Health & Social Inequalities
Pedal Power highlights stark health inequalities for people with learning disabilities, who face shorter life expectancy, discrimination, isolation and lack of financial independence. Their cycling club offers accessible physical activity and community connection for people of all ages with learning disabilities and their families.

Q4 Now, looking at Haringey as a whole (ie. as opposed to your organisation in particular) which priorities do you think are most important? Please rank in order of highest importance.



Q1 Which priorities in Haringey do you think are the most important for your organisation? Please rank in order of highest importance.



Appendix (b): Selection of Quotes from VCS Strengths Survey Responses

“The voluntary and community sector is uniquely placed to respond quickly and creatively to local needs… creating safe, welcoming spaces where residents feel a genuine sense of belonging.”

“Shines a light on unmet need and provides a conduit for excluded groups to voice their requirements to the council.”

“Sometimes simply picking up the phone and not having to wait in a queue like with DWP makes a big difference.”

“We are hyper-local so we understand what is going on. The Council is not.”

“They do everything that you should be doing… Charities do excellent work but are overburdened.”

“Provides culturally sensitive support - builds trust with the community and acts as a connector between people and services.”

“Offering opportunities for the lonely to connect with others through community groups.”

“Working with, not for, local people.”

“Builds awareness, galvanises communities into action, involvement and connection - offering both practical and emotional support.”

“Most organisations operate on a shoestring budget and still provide amazing value for money.”

Haringey Community Collaborative is delivered by Public Voice in partnership with Mind in Haringey to ensure that the Voluntary and Community Sector (VCS) in Haringey is stronger, able to attract more funding and deliver better services.

The Community Collaborative works with and is funded by Haringey Council and the local NHS as the official 'Capacity Building Partner' for the VCS in Haringey.

Contact us

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haringeycollaborative.org

Public Voice is a
Community Interest Company (CIC)
No. 09019501.
Mind in Haringey
Registered in England 2125188
Charity No. 801618.

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Appendix 2

Collaborating with the sector to deliver VCS priorities for 2026-27

The council's VCS Action Plan has been drafted to respond to and support the delivery of HCC's 2026-27 priorities. These priorities set out the key areas and activities the VCS will work on to support Haringey's residents, and the council Action Plan describes in turn how the council will work to support the VCS as a sector, focusing on strategic areas including funding and coordination, around each of the priorities.

Priority	Key actions for the Council	Outputs	Existing Provision
1. Cost of living	Tackling the cost of living crisis is a cross-cutting priority requiring work across a number of services and sectors. VCS groups working on this priority are often right at the frontline of supporting residents in poverty and crisis and are often themselves very grassroots organisations operating with minimal funds and overheads. For actions under this theme to be effective it is particularly important that we understand better how we are working together to tackle the crisis and whether we collectively need to change approaches to be more effective and ensure resources reach the most vulnerable. In support of this priority, the Council will therefore focus on the following actions: • Mapping VCS services commissioned across the council and partners including the NHS and ICB to reduce duplication and maximise the impact of funding awarded to support cost of living initiatives	• Shared overview of commissioning activity and other relationships • Regular communication on commissioning reviews and opportunities for the VCS (internally between services and partners, and externally with the VCS) • Optimum usage of community assets in support of tackling cost of living crisis • Joint partnerships to access more funding and support for the sector to bring more external resources into the borough to ameliorate cost of living challenges	• Welfare IAG • Early Help & Prevention • Haringey Support Fund • Haringey Here to Help & Cost of Living Guide • Welfare and Financial Support Teams **Household Support Fund:** • Cost of living voucher scheme for vulnerable residents • Holiday support for children receiving Free School Meals

	• Development and implementation of Community Assets Social Value policy (more detail below under Priority 5) to ensure all groups benefit from an equitable and transparent approach to allocations and charges • Identify opportunities to influence the funding landscape with regional and national funders to achieve greater stability for the sector: funding for overheads and simpler applications and reporting		• Warm Welcome provision • Discretionary support towards Council Tax liability • **Discretionary Housing Payment scheme** • **Income maximisation campaigns:** • Partnership with GLA to support pension-age benefit uptake • Targeted benefit uptake campaigns • VAWG • Public Health • ICB • Housing advice • Care provision
2. **Crime & Community Safety**	Tackling crime and community safety is a long-standing concern in Haringey and it is important that the Council ensures VCS voices are heard and listened to in proactive, strategic conversations, including with partners such as the police, on this issue. Effectively designing out crime requires deep understanding of how communities work, for which VCS knowledge and connections are crucial. In	• Safe, accessible public spaces are protected in the Local Plan and in placemaking projects. • VCS voices are heard and listened to in relevant partnership bodies, for example through HCC	• Shaping WG • Shaping Tottenham • New Local Plan • Development of the Neighbourhoods model • Clear, Hold, Build

	support of this priority, the Council will therefore focus on the following actions: • Continue to ensure HCC and VCS organisations are involved in planning and development conversations on Shaping WG & Tottenham, the Local Plan, Neighbourhoods – taking a place based, whole community approach to health, wellbeing and safety and ensuring public spaces are safe and accessible • Ensure HCC and relevant VCS groups are engaged in conversations with Public Health, Community Safety and other services and forums with responsibility for community safety outcomes to improve co-production and feedback loops	attendance at the Community Safety Partnership • HCC and the VCS have connections in relevant parts of the system to advocate, influence and initiate plans, including Community Safety, Youth Justice, Early Help and Public Health	• Partnership Problem Solving Group (PPSG) • VAWG • Youth Justice
3. Mental Health & Wellbeing	There is a network of NHS, council and VCS services which makes support available at all stages—from everyday mental wellbeing, through psychological therapy, to crisis and emergency intervention – and for different demographics. However, there remains more to do, as there is evidence of growing need and demand. Ensuring the services are joined up and well-signposted is important, as is ensuring statutory services gain insight from communities about levels and types of need. In support of this priority, the Council will therefore focus on the following actions: • Ensure continued representation on decision-making boards like the Health and Wellbeing Board, other partnership bodies and VCS forums to grow a shared understanding of needs, and	• VCS input at relevant decision making points, informing more joined-up and better sign-posted provision.	• Commissioned VCS provision including Haringey Wellbeing Network • Key forums where mental health and wellbeing programmes are discussed and planned • Health and Wellbeing Board • Live Well partnership board and sub-groups • VCS Forums

	joined up thinking on commissioning and lobbying where appropriate. • Draw on the mapping exercise described under Priority 1 to inform a clear picture of what is available to support positive mental health and where there may be gaps. Update our website with the information and ensure information is shared with VCS organisations. • Continue to collaborate with VCS organisations on initiatives to improve mental health and wellbeing such as great mental health day		• Racial Equity in Health and Social Care Group • Haringey Health Champions Oversight Group • SENDPower Parents & Carers Group • Childrens Mental Health and Well Being Steering Group • Adult Mental Health Programme Board
4. Employability, Skills, Education & Training	The VCS can play a crucial role in helping marginalised residents gain access to skills and employment as a first line of support especially for migrant and refugee communities. This priority identifies the importance of ensuring that local economic sectors such as the creative industries are accessible to all our diverse communities, and the London Borough of Culture is a key mechanism to help achieve this aim over the next two years. In support of this priority, the Council will therefore focus on the following actions: • Develop and launch London Borough of Culture Volunteering and training/ apprenticeship programmes that define roles, responsibilities, skills and training to ensure residents from across the borough are supported to take part in	• Volunteering and training/ apprenticeship programmes launched for LBoC • Haringey Works connect with relevant VCS groups to broaden reach to residents • Culture Collective Artists Network grows into a strong and representative forum for artists and creatives in Haringey.	• Cabinet in the Community events • Launch of Culture Collective Artists Network • Young people's participation via Youth Council/UKYP • Haringey Works and Learns programmes including Connect to Work • Safety Valve Programme

	LBoC and use volunteering as a pathway to employment • Ensure Haringey Works engage directly with HCC and relevant VCS Forum meetings to make sure existing provision – largely externally funded through the GLA and government grant – is well advertised and any barriers to access are understood		
5. Health & Social Inequalities	As the HCC priorities document highlights, health and social inequalities are the result of intersectionality between inequities arising from issues related to cost of living, housing, mental health and disability and other challenges. The Council has a long and proud history of challenging inequality and discrimination. We can and must build on this history by renewing our commitment to collaboration with the VCS who are champions of equity and fairness on behalf of the different communities with whom they work. Ensuring sustainable and equitable access to community assets is important here and there are also opportunities through the emergence of the Neighbourhoods Health model to address health inequalities through greater collaboration and more preventative work. In support of this priority, the Council will therefore focus on the following actions: • Establish whether there is appetite for, and if so commence development of, a new Community Strategy for Haringey in partnership with the VCS to further embed our collaborative working	• Mapping of existing Council-VCS relationships to inform commencement of engagement with the sector around developing a new Community Strategy • Equitable access to community spaces to support health & wellbeing and tackle inequalities at a local level • Join up across the partnership on health and care planning at the neighbourhood level	• Piloting of the VCS subsidy with two community centres • Joint working between VCS, Property and Communities services • Development of the Neighbourhoods model • Racial Equity in Health and Social Care Group • Oversight through Neighbourhoods Governance of Haringey Borough Partnership including Neighbourhoods and Inequalities Board and new

	across the whole community sector and tackle entrenched inequalities in a systemic way • Development and implementation of Community Assets Social Value policy to ensure an equitable and transparent approach to property allocation and rent charges is used consistently across the VCS • Ensure HCC and VCS organisations are involved in planning and development conversations on the Neighbourhoods Model – taking a place based, whole community approach to health • Continue to work with NHS partners to deliver health inequalities programme and projects that work with the VCS and grassroots organisations		Delivery Group for community-based prevention in Neighbourhoods
6. Housing	Access to a safe and affordable home is not a luxury, it's a right for every member of Haringey's community. Unfortunately, as a result of the housing crisis, too many of our residents lack this basic security despite the Council's significant housebuilding programme. Whilst the Regulator of Social Housing lifted the Regulatory Notice in December 2025, housing services needs to continue its improvement journey, being led by our engagement with our tenants and residents to ensure our priorities are aligned. By working with our VCS partners, Housing Services have been able to provide more accessible and targeted engagement opportunities, such as engaging with our Somali communities, to ensure engagement is	• Continue to improve the Council's housing service as per its improvement plan and engagement with tenants and residents, as demonstrated in the Annual Review of Haringey's Resident Engagement with our tenants and leaseholders. • Identification of opportunities to collaborate with HCC and VCS partners to highlight the wider challenges around housing affordability and housing needs.	• Service engagement with Community Networks and VCS Forum • Existing Resident Engagement mechanisms with Council tenants • Oversight through existing Governance, including internal governance boards and the Housing Planning and

	as diverse as possible to help improve access and services for everyone. An Annual Review of Haringey's Resident Engagement with our tenants and leaseholders is also produced, with the impact report for 2023/24 scrutinised by the Housing, Planning and Development Scrutiny Panel with residents in attendance. This report outlines how our residents' voices have helped shape services and improved performance, including case studies to demonstrate qualitative outcomes. In September 2025, Cabinet agreed to adopt our refreshed Tenants and Leaseholders Engagement Strategy for 2025-2028, which was co-produced with our Resident Voice Board and sets out what we have achieved together but also outlines an action plan to further develop the framework and outcomes. This will continue to be led by our residents. The challenge of affordable housing supply is a national and London-wide one and the Council welcomes the opportunity to work with the VCS to highlight what needs to change. Haringey commissions a range of housing-related support and advice services to prevent homelessness, promote independence, and tackle social inequalities. These include: • Floating Support & Housing Advice • Information, Advice & Guidance (IAG) • Specialist Support for Vulnerable Groups	• HRS Commissioning team to continue to support the commissioning and contract management of HCC as well as continuing to strengthen networks and support coordination across services. • Continue working closely with VCS organisations to support the successful move through of people living in temporary accommodation into long term accommodation.	Development Scrutiny Panel. • New Local Plan • Community Carbon Fund • Challenge Fund • Relationship with National Lotteries • Partnership with HCC

	We also run a monthly VCS Forum bringing together voluntary and community sector partners to discuss emerging challenges, share best practice, co-design collaborative solutions, strengthen networks and improve coordination across services. In support of this priority, the Council will therefore focus on the following actions: • Ensure housing services continue to engage with our residents and co-produce and co-design services through the Resident Voice Board and other resident groups to improve services for Council tenants and leaseholders. • Identify opportunities to influence the funding landscape for housing provision with regional and national funders, as well as working with HCC and the VCS to lobby on national housing policy where appropriate to achieve greater stability for residents		

Report for:	Cabinet - 10 February 2026
Item number:	16
Title:	Down Lane Park – Phase 2a Hub – Permission to initiate tender action for a Construction Works Contract
Report authorised by:	Jonatha Kirby, Director of Capital Projects & Property
Lead Officer:	Chris Hill, Project Manager, Major Projects Email chris.hill@haringey.gov.uk
Ward(s) affected:	Tottenham Hale
Report for Key / Non-Key Decision:	Key Decision

1. Describe the issue under consideration.

1.1. To request approval to go out to tender for a construction works contractor to deliver the Phase 2a new hub building within Down Lane Park.

2. Cabinet Member Introduction

2.1 The Council has worked with the community to co-design improvements to the park. To date two significant phases have been delivered in the north of the park. The next phases will extend the high-quality landscape improvements to the southern areas of the park, delivering a new purpose-built community hub and cafe with attached community garden space and parks depot area, as well as new entrances, sports and play facilities.

2.2 The layout of the community hub but has been designed to be more efficient, flexible, and adaptable for community use. It will function as a multi-purpose space with access to a new community garden. The design of the space will enable a new VCS organisation to take a lease and operate the space as a sustainable, viable community asset, creating tangible impact in the local area in the long term. The Parks depot area will enable staff to continue to maintain Down Lane Park to a high standard, with room for storage of vital equipment and staff facilities. Procuring and appointing a suitably qualified contractor is essential to enable the delivery of a high quality, impactful scheme by summer 2027.

3. Recommendations

3.1 For Cabinet pursuant to Contract Standing Orders 2.01(b) to:

3.2 Approve the commencement of a tendering process for a construction works contractor to deliver the phase 2a new hub building within Down Lane Park.

4. Reasons for decision

4.1 The appointment of Principal Contractor to take over the design and build of the project from RIBA 4 is required for Phase 2A, the construction of a new community

Hub building as part of the Down Lane Park Improvement scheme which is being delivered as part of the wider Tottenham Hale regeneration programme.

4.2 This project will comprehensively upgrade Down Lane Park, as a core component of the wider Tottenham Hale regeneration programme whilst addressing current challenges and issues such as anti-social behaviour. It will deliver a new vision for the park, to provide a high quality central green space at Tottenham Hale which caters for the future requirements of all the area's residents and visitors.

4.3 Phase 2a as part of the wider scheme will replace the existing Voluntary Community Sector (VCS) offer currently in the Pavillion building which is being demolished to make way for new sports courts in the Phase 3 works. A purpose-built new Community hub and parks depot building will be located on the old Parks depot building and will also include a new entrance into the hub from Park View Road.

4.4 It is proposed to procure a contractor on a single-stage, design & build form of contract using the London Construction Programme General Framework or DPS. Soft market engagement has been undertaken to ascertain interest and availability within the market, with positive feedback of the proposed approach.

5. Alternative options considered.

5.1 Do nothing - The council could decide not to tender the scheme. However, part of these works are part funded by S106 monies from the surrounding developments.

5.3 In-house – There is currently no resource within the Council that has the capacity, specialist expertise or qualifications to deliver this service.

5.4 Invite open tenders via Contracts Finder. This would result in a protracted tender period and would delay delivery of the project.

5.5 Use an alternative public sector DPS. This would not be compliant with CSO 8.02, given the LCP Framework or DPS has been deemed suitable for the requirements being sought.

6. Background information

6.1 A masterplan for Down Lane Park has been developed since 2019 which shows Down Lane Park divided into four phases. Phase 1 and 2b are complete which addressed the landscaping and playground to the middle and north of the park. This Cabinet report is for Phase 2a the new hub building which will replace the existing pavilion building and park depot building. The wider masterplan was tabled at the 11th July 2023 Cabinet Meeting.

6.2 The park already fulfils an important role for sports, leisure and recreation. All phases seek to enhance this functionality by improving drainage of the playing field, undertaking hard and soft landscaping and providing new or enhanced recreation and play facilities.

6.3 The project will address existing park management issues, including under-use of some areas, anti-social behaviour, street drinking and drug taking, to ensure the park is safe, well-used and attractive to all.

6.4 The project will integrate the park with adjacent new developments on Ashley Road and the depot site to the North, which create new boundary treatments to the north and eastern sides of the park. These will create new entrances and provide green connections which link it to the High Road and the Lea Valley.

6.5 The Phase 2a project will see a new mixed-use building located on the old (to be demolished) parks depot building. It will provide office and welfare facilities for the parks team (22sqM) and a community building with a café (123sqM) a total of 145SqM. In addition to this there will also be an enclosed community garden.

6.6 The proposed design of the new building consists of a timber-framed building with single masonry skin and zinc clad roof. The proportions of the building are roughly square in plan with a symmetrical pitched roof. The orientation of the apex of the roof pitch runs east-west, allowing for a double height space to the cafe and community space and a lower ceiling to the northern half of the plan. The building fronts onto the park, facing East and allows for access to the hub garden to the south through double fronted doors. A further set of double doors allows for access directly from Park View Rd to the West.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes'

7.1 This project will contribute to the Council's Corporate Delivery Plan 2024-2026. All projects commissioned by Officers of the Council are expected to align with this plan and will be reflected in key capital project documentation such as project briefs, design briefs, business cases, project initiation documents (PID) and award reports.

7.2 The project will contribute to meeting the following Borough Plan Outcome:

- **Responding to climate emergence** – A zero carbon and climate resilient Haringey
- **Adults, Health & Welfare** – A welcoming borough with a vibrant Voluntary Community Sector (VCS)
- **Safer Haringey –** Secure & Supported Communities
- **Culturally Rich Borough –** A highly engaged, responsive and collaborative VCS
- **Place & Economy –** Shaping Tottenham

8. Carbon and Climate Change

8.1 The Head of Carbon Management was consulted during the feasibility study of this project and feedback received has been incorporated into the feasibility study design brief.

8.2 The new building will achieve BREEAM Very Good. This design principal will take into account for example the construction of the building, life cycle costings, transport & environmental assessments to inform design decisions and waste management proposals.

9. Statutory Officers comments (Director of Finance (procurement), Director of Legal and Governance (Monitoring Officer) , Equalities)

9.1 Finance

9.1.1 Comments contained in Appendix 1 - Part B Exempt Information.

9.2 Procurement

9.2.1 Strategic procurement notes the contents of this report, and the recommendations as set out.

9.2.2 This procurement opportunity will be tendered in accordance with the Councils' CSO's, with primary consideration to CSO 7.02 and 8.01. Where it is not possible to use either CSO 7.02 or 8.01, approval for an alternate route to market will be sought from the Chief Procurement Officer.

9.2.3 Strategic procurement (SP) will work with the service to ensure value for money is achieved through the procurement activity, including delivery of the social value aligned with the Council's priorities.

9.2.4 The recommendation to approve the commencement of this procurement exercise is in accordance with CSO 2.01b

9.3 Legal

9.3.1 The Director of Legal and Governance (Monitoring Officer) has been consulted in the preparation of this report.

9.3.2 Under CSO 2.0.1 (b) Cabinet is required to approve commencement of a procurement where the value of the contract in question is £500,000 or above.

9.3.3 The procurement will need to be carried out in accordance with applicable procurement legislation and the Council's Contract Standing Orders (CSOs). It is noted that the proposal is to use either the Council's in-house DPS or London Construction Programme Framework, both of which are compliant with procurement legislation and also provided for in the Council's CSOs (CSO 7.02 and CSO 8.01).

9.3.4 The Director of Legal and Governance confirms that there are no legal reasons preventing the Cabinet from approving the recommendations in this report.

9.4 Equality

9.4.1 The council is dedicated to fulfilling its Public Sector Equality Duty (PSED) as required by the Equality Act 2010. This means that we must actively take into account the following requirements:

• Foster equality of opportunity for individuals with protected characteristics as well as those without.

• Promote positive interactions between individuals who possess those characteristics and those who do not.

• Avoid discrimination, harassment, victimisation, and any other actions that the Act forbids.

9.4.2 These responsibilities relate to various protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. While the status of marriage and civil partnership is pertinent to the first obligation, it is crucial to recognize that socioeconomic status is regarded as a protected characteristic at the local level by Haringey Council, despite not being enforced by law.

9.4.3 A decision has been reached to award a contract for development works of community and parks facilities buildings, financed by Haringey Council, at Down Lanes Park, with intentions to issue a letter of intent.

9.4.4 This works are intended to provide numerous advantages to the park and community, its personnel, and the general public. The primary goal is to provide improved community and parks facilities buildings that are fit for purpose and provide spaces that better cater to the local community in accordance with Haringey's Corporate Delivery Plan. The results of this decision will benefit all residents. The community building will strive to cultivate positive relationships and understanding among residents of diverse protected characteristics, and this decision will bolster the continuation of that vital work. As a contractor for a public body, the selected company will be obligated to adhere to the three objectives of the Public Sector Equality Duty that we have outlined.

10. Use of Appendices

10.1 Appendix 1 – Part B Exempt Information

11. Background papers

11.1 N/A.

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Report for: Cabinet – 10 February 2026

Item number: 17

Title: Haringey's Toilet Strategy and Action Plan 2025-30

Report authorised by : Dr Will Maimaris, Director of Public Health

Lead Officer: Rick Geer, Public Health Intelligence Specialist

Ward(s) affected: All

Report for Key/ Non Key Decision: Key

1. Describe the issue under consideration

1.1. This report relates to the development of a new Toilet Strategy and Action Plan for Haringey which aims to improve toilet provision in the borough. Adequate provision of toilets that are accessible to the public is of importance to public health, enabling community participation and preventing isolation, particularly for older and disabled residents. Having a toilet strategy commits the council to improving access to safe, clean and accessible toilet facilities.

1.2. This report provides an overview of the consultation findings which was held over a three-month period between January and April 2024 with residents, visitors and businesses. A number of concerns were raised in response to the consultation relating to accessibility, safety, cleanliness, and a lack of Changing Places facilities. Many of these issues were highlighted in the east of the borough, particularly around Tottenham. The consultation was used to inform the toilet strategy and action plan.

1.3. The toilet strategy was developed in line with the Haringey Deal principles, being informed by engagement with residents and co-designed with residents from the Loos for Haringey group.

2. Cabinet Member Introduction

2.1. Access to toilet facilities whilst people are out and about, as campaign group Loos for Haringey have rightly highlighted, is vital to enable people to be active through their lives, participate in the community, and maintain their wellbeing. Yet we know as councils, businesses and other organisations have come under financial pressures, we have found it hard to maintain and adapt facilities, and also keep them clean and safe and free of ASB.

2.2. We know the need is important for all sorts of residents - those with health conditions and disabilities, and those without, those who are older, but also women at different life stages, families and all of the community.

2.3. We also know that many people in our community find it harder to access facilities, that going into a local coffee shop isn't an option for everyone, and the worry of not having access to adequate facilities creates embarrassment and anxiety.

2.4. I'm pleased to present this strategy, which sets out the start of a roadmap towards changing this for residents in Haringey. Loos for Haringey have played a central role in its co-production, supporting the survey we undertook with our communities and helping us engage with a range of different community groups to hear their voices.

2.5. This strategy is very much the start of a journey which sees us working with the NHS, local businesses, and our own Council teams to increase access and build consensus around access to better toilet facilities in Haringey, and across London.

3. Recommendations

Cabinet to:

3.1. Note the findings from the consultation and stakeholder engagement work and that these have informed the development of the strategy and actions.

3.2. Approve the development and publication of the Haringey Toilet Strategy and action plan (Appendix 1).

3.3. Note and thank the contributions of residents from the Loos for Haringey group in helping identify the need for the strategy and support its development.

4. Reasons for decision

4.1. The strategy sets out twenty actions to support the continued improvement and management of toilet facilities in the borough. All actions have been reviewed and agreed by the Toilet Strategy Delivery Group, which is a group of cross council officers supported by residents from Loos for Haringey. Best practice guidance was sought from other teams including equalities and diversity to ensure that the recommendations are evidence based.

4.2. Recommendations were developed around the five strategic priorities in the strategy to address key cross cutting issues. These are:

i) Location of public toilets and gaps in provision
ii) Planning and transport
iii) Safety and hygiene
iv) Inclusive access
v) Communication and signage

4.3. By approving the Haringey toilet strategy we aim to:

i) Improve the overall standard of existing and planned toilets in Haringey particularly in Tottenham and the east of the borough where “loo deserts” exist.
ii) Address gaps in toilet provision to ensure that future toilet developments are suitably located in areas of greatest need such as in green spaces/parks and shopping centres.
iii) Ensure integration of toilet provision into the council’s wider planning and transport agenda, for example through the new Local Plan for Haringey and by building links with key organisations such as Transport for London and NHS.
iv) Provide more inclusive access for user groups who have diverse needs including older people, people with long term conditions and parents/families.
v) Improve the provision of Changing Places facilities for people with multiple and complex disabilities.
vi) Help to tackle wider public health issues such as loneliness and social isolation where some people are unable to leave their home due to a lack of adequate facilities.
vii) Improve safety and tackle anti-social behaviour including graffiti and street urination where these have been identified as a concern.
viii) Support objectives set out in key plans and strategies such as Haringey 2035- Our Vision to create a thriving place and tackle inequalities in health and wellbeing.

5. Alternative options considered

5.1. Do nothing: leaving toilet facilities as they currently are. This was not considered a feasible option due to the following reasons:

i) A lack of accessible and clean facilities presents other public health related issues such as loneliness/social isolation as some residents may decide not to leave their homes due to a lack of suitable facilities.
ii) Clean and accessible toilet facilities are crucial for economically successful and inclusive High Streets across Haringey.

6. Background information

6.1. Age UK have campaigned to improve public toilet provision in the city, highlighting its importance for all Londoners, particularly older people and those with certain health conditions. Age UK reports a “worrying decline” in access to public toilets in London over the past decade and recommends that local authorities in London develop and implement a toilet strategy for their borough.

6.2. A public toilet or publicly accessible toilet for the purposes of this work could be a dedicated public toilet or a toilet in a public setting such as a library or sports

centre or in a private setting such as a shop, café or private museum. The toilet must be open to the public and not just to dedicated customers of that facility.

6.3. The Loos for Haringey group, which includes membership from Haringey Over 50s forum identified a need for more public toilets to be provided throughout the borough to meet current and future demand. Loos for Haringey took a deputation to Haringey's Overview and Scrutiny Panel meeting in March 2023. Despite current and ongoing financial constraints to the council's budget, the panel agreed that a strategy and action plan were needed to:

i) Deliver improvements to toilet access in the borough and address gaps with a focus on the east of the borough in and around Tottenham, considered "loo deserts".

ii) Raise awareness of existing publicly accessible toilets in Haringey including in parks, transport terminals etc.

iii) Raise awareness of the benefits of having a community toilet scheme in cafes, restaurants, pubs etc.

6.4. As part of the Haringey toilet strategy development process, a survey of local residents was carried out to understand local issues. **A total of 371 consultation responses were received: 346 online and twenty-five paper copies.** A multi-disciplinary toilet strategy delivery group was established to analyse the findings of the public consultation. The group included representation from:

- **Haringey Public Health**
- **Planning**
- **Placemaking**
- **Corporate Landlord**
- **NHS North Central London Integrated Care Board**
- **Loos for Haringey**

6.5. Some of the key findings were:

- Forty-two percent of respondents felt that current toilet provision in Haringey is bad.
- Forty-one percent of respondents disagreed that the location of facilities was convenient followed by 31% of respondents who strongly disagreed.
- Forty percent of respondents felt that a lack of public toilets would prevent them from spending time in parks or green space.
- Thirty-four percent of respondents disagreed that toilets are clean and well maintained, followed by 29% of respondents who strongly disagreed.
- Forty-four percent of respondents would be prepared to pay to use a public toilet.
- Forty-nine percent of respondents would feel comfortable using a public toilet access card in shops, cafes, restaurants etc.

6.6. The strategy and action plan are developed within the context of the Public Sector Equality Duty (PSED), a legal obligation for public bodies in the UK to support inclusivity and diversity. Creating a more inclusive built environments is a key element of the planning agenda in Haringey. To help achieve inclusivity and accessibility, the following user groups were engaged with:

i) The Severe Complex Autism Learning Disability Group

ii) Tottenham Pensioners Group

iii) Carers Group

iv) Period Dignity Group

v) Wheelchair User Group

6.7. The findings of the engagement work highlighted a number of key risk groups with additional need. The delivery/implementation of the strategy and actions would help to address these needs. These groups are:

i) Older adults

ii) People with medical conditions

iii) Women and girls

iv) Pregnant mothers

v) Children and young people

vi) Carers

vii) People with disabilities

6.8. The suitability around the location of facilities is another key consideration which needs further work. In some parts of the borough, there is a mismatch relating to the location of public toilets and the actual demand of local residents and communities who need to access them.

7. Contribution to the Corporate Delivery Plan 2024-2026 High level Strategic outcomes'

7.1. The work is aligned to the following priorities set out in the Haringey 2035 – Our Vision:

- Thriving places. Priorities include maximising the use of existing assets and creatively sharing spaces and strengthening networks.
- Tackling inequalities in health and wellbeing. Priorities include reducing inequalities in health outcomes.

7.2. Furthermore, the strategy aligns closely with the Health and Wellbeing Strategy, 2024-29, which includes the theme of Healthier High Streets and Healthy Place Shaping. An underlying priority of this theme is to develop a Toilet Strategy reporting into the Health and Wellbeing Board. The Health and Wellbeing

Strategy includes mental health as a priority and tackling issues including social isolation and loneliness. Improving toilet availability would help more residents to connect with one another where they currently feel unable to leave their home due to a fear of being unable to access a toilet.

8. Carbon and Climate Change

8.1. The relationship between the actions proposed in the strategy and the impact on carbon emissions and climate change will be considered as the actions are delivered/ implemented.

9. Statutory Officers comments

9.1. Finance comments

9.1.1. Whilst the strategy and action plan does set out the need for investment to realise the priorities contained therein, any investment will be met by bids for s107 or CIL, or to seek to attract external funding and as a result have no impact on the general fund.

9.2. Procurement

9.2.1. Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the Recommendations stated in paragraph 3 above

9.3. Director of Legal & Governance

9.3.1. The Director of Legal & Governance has been consulted in the preparation of this report.

9.3.2. The creation of the new toilet strategy and action plan to be implemented across the Council is a key decision. This is therefore a function which must be taken by cabinet as set out in Part 3, Section C of the Constitution.

9.3.3. Whilst the Public Health Act 1936 gives local authorities a power to provide public toilets, it imposes no duty to do so. Therefore, the provision of public conveniences is not a statutory service which Local Authorities are required to provide. Implementation of the proposed strategy and action plan is purely discretionary. Notwithstanding, the Council can seek to rely on section 1 of the Localism Act 2011 (general power of competence) to implement the strategy. The general powers allow the Council to do anything that an individual can do but such powers is subject to the ‘commercial purpose’ limitations contained in section 4 of the 2011 Act.

9.3.4. The Council must ensure that it complies with any grant funding conditions for any grants received that are utilised in bringing into existence public toilets across

the borough. Consideration should also be given to the wider public sector equality duty as is more particularised in paragraph 9.4 below.

9.4. **Equalities**

9.4.1. The council has a Public Sector Equality Duty (PSED) under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not

9.4.2. The three parts of the duty apply to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

9.4.3. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.4.4. The decision in question relates to the approval of a new Toilet Strategy and Action Plan for Haringey which aims to improve toilet provision in the borough.

9.4.5. The approval of a new Toilet Strategy and Action Plan for Haringey will have a positive impact on equalities, particularly for residents with protected characteristics such as age and disability. Accessible, well-maintained public toilets are essential for older people, disabled individuals, and those with health conditions, as they enable greater independence and confidence when moving around the borough. Improved provision reduces barriers to participation in community life, supports social inclusion, and helps tackle isolation. By prioritizing accessibility and inclusivity, the strategy ensures that everyone regardless of age or ability can enjoy public spaces with dignity.

10. Use of Appendices

Appendix 1 – Haringey toilet strategy and action plan 2025-2030

11. Background papers

a. Age UK webpage: Out and About

b. Age UK London (report published in January 2025), Lifting the lid: looking for a better understanding of local authorities and public toilet provision in London. ageuk_lifting-the-lid_final-17march-25--.pdf

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HARINGEY TOILET STRATEGY AND ACTION PLAN

February 2026

2026-2030

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DRAFT

Background

Why are public toilets important?

The World Health Organization highlights that access to safe, clean toilets is crucial for promoting public health[1]. Public toilet accessibility is important to people of all ages and particularly for older people, disabled people, families with young children and people with chronic illnesses.

Public toilets are a key element of the built environment and influence our health behaviours and lifestyles[2]. A lack of adequate public toilets will affect some people's decisions to leave their home to access parks and green spaces, high streets and shopping centres. Furthermore, a lack of public toilets can contribute to loneliness and social isolation as some residents choose to stay at home instead of seeking social interaction[3]. In Haringey, social isolation and loneliness are an issue among some adult social care users. In actual fact, 43% of adult social care users aged 65+ reported that they have as much social contact as they would like in 2022/23. This was similar to the England average of 42%[4].

Publicly accessible toilets also contribute to the economic wellbeing of places. Good quality toilet facilities will make it more likely for people to go out and spend money in a high street for example.

Why are we developing this strategy?

Following publication of the Toilet Manifesto for London in November 2020, Age UK have campaigned to improve public toilet provision in the city, highlighting its importance for all Londoners, particularly older people and those with certain health conditions[5]. **Age UK reports a "worrying decline" in access to public toilets in London over the past decade and recommends that local authorities in London develop and implement a toilet strategy for their borough[6].** The Loos for Haringey group, which includes membership from Haringey Over 50s forum and the Friends of Chestnut Park group identified a need for more public toilets to be provided throughout the borough to meet current and future demand. Loos for Haringey took a deputation to Haringey's Overview and Scrutiny Panel meeting in March 2023.

Despite current and ongoing financial constraints to the council's budget, the panel agreed that a strategy and action plan were needed to:

1. Deliver improvements to toilet access in the borough and address gaps with a focus on the east of the borough in and around Tottenham.

[1] World Health Organization. WHO Water, Sanitation and Hygiene Strategy 2018–2025. 2019.
[2] What Is A Population Health Approach? | The King's Fund
[3] Webpage: Bichard & Knight.pdf
[4] *NHS England, Adult Social Care and Outcomes Framework*
[5] Age UK webpage: Out and About
[6] Age UK London (report published in January 2025), Lifting the lid: looking for a better understanding of local authorities and public toilet provision in London.

2. Raise awareness of existing publicly accessible toilets in Haringey including in parks, transport terminals etc.

3. Raise awareness of the benefits of having a community toilet scheme in cafes, restaurants, pubs etc.

Achievements to date

Key achievements thus far to improve the quality and quantity of public toilets in the borough are as follows:

- Collaborative meetings between Loos for Haringey, Senior Council Officers, and NHS representatives to agree the approach to producing a strategy, principles and priorities.
- Restoration of the toilets at Morrisons supermarket in Wood Green.
- A revised interactive toilet map published on the council's website following an audit by the Loos for Haringey group.
- A review of the unequal and uneven distribution of public toilets across the borough with better provision currently concentrated in the west of Haringey.
- Installation of new handwash dispensers in three Haringey owned facilities.

Risk Groups

The table below shows the main risk groups with additional needs and key considerations.

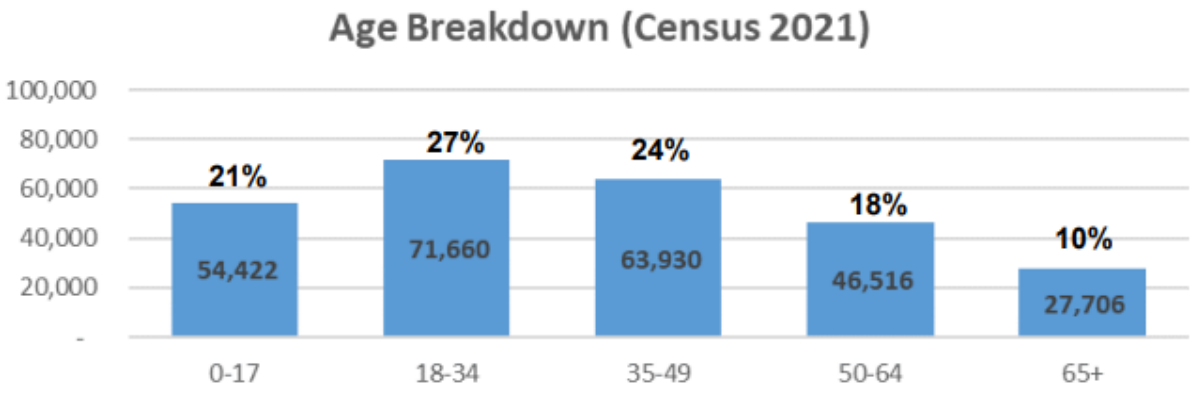
Group	Key considerations and additional needs of the group
Older Adults	• Increased availability across the borough so that older adults can leave their homes and maintain social lives to prevent isolation. • Prioritize the cleanliness and hygiene of public toilets so that they are safe and comfortable for everyone.
People with Medical Conditions	• Provision of toilets which are accessible to people with medical needs such as bowel and bladder conditions.
Women and Girls	• Access to clean, safe, and private toilet facilities to manage their periods with dignity. • Access to sanitary products • Well maintained, accessible and readily available public toilets for women going through menopause.
Pregnant mothers	• Support rails are provided • Sufficient space • Comfortable seat height • Ensure soap, water and drying facilities are stocked and in working order • Sanitary bins are provided
Children and Young People	• Baby changing facilities in both male and female public toilets.
Carers	• Provide practical adjustments such as grab rails and raised toilet seats. • Increased availability of Changing Places toilet. • More space available to maneuver a wheelchair.

People with Disabilities	• Facilities are configured to meet the needs of people with mobility impairments including the provision of ramps, height adjustable changing benches, space for a wheelchair and carer. • Increased availability of Changing Places toilets.
People experiencing homelessness	• Night time access is an important consideration since many facilities close in the evenings. • Toilets are safe, well-lit, and regularly monitored. • Regular cleaning schedules of facilities are essential with functional sinks, soap, hand dryers, or towels. • Access to menstrual products and waste bins • Having toilet facilities in place which do not require payment.
General Public	• Clean and well-maintained facilities • Good lighting and feels safe • Clear signage and maps to indicate toilet locations.

Introduction

Population and Demographics

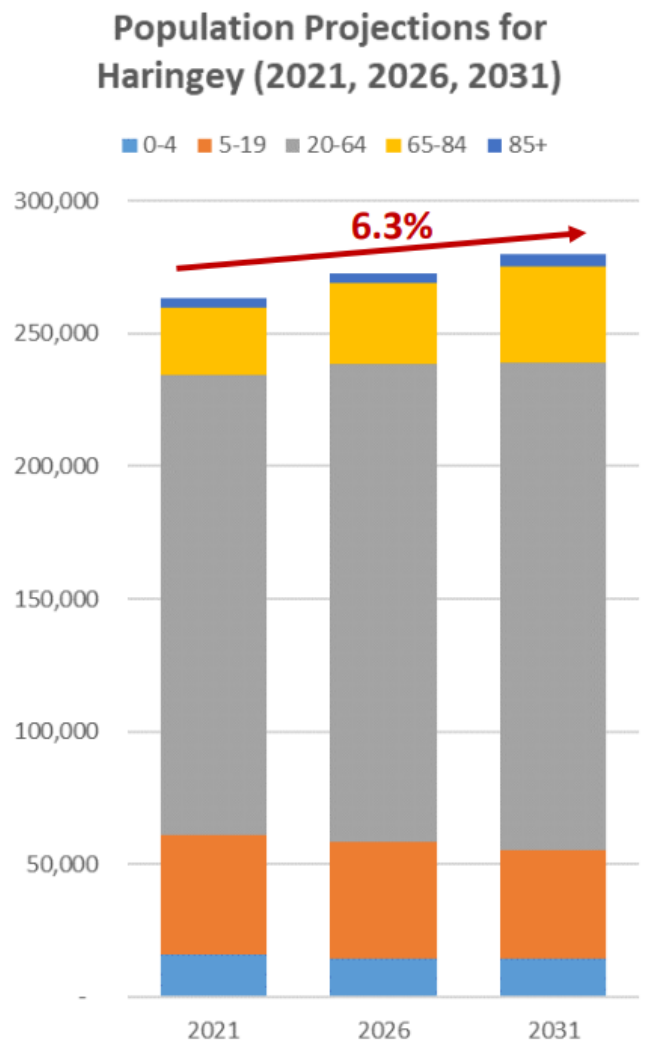
Haringey has a young, ethnically diverse population. The total resident population in Haringey is 264,300[7]. There are 27,706 people sixty-five or over living in Haringey according to the ONS 2021 Census.



Source of data: ONS 2021 Census. Reported in the State of the Borough report, December 2024.

Haringey's population is predicted to increase by 6.3% by 2031 to 280,100, with the largest percentage growth in older adults (aged 65+). Notably, the population growth projected over the next ten years will be within the age-groups most affected by the lack of access to toilets.

[7] ONS 2021 Census



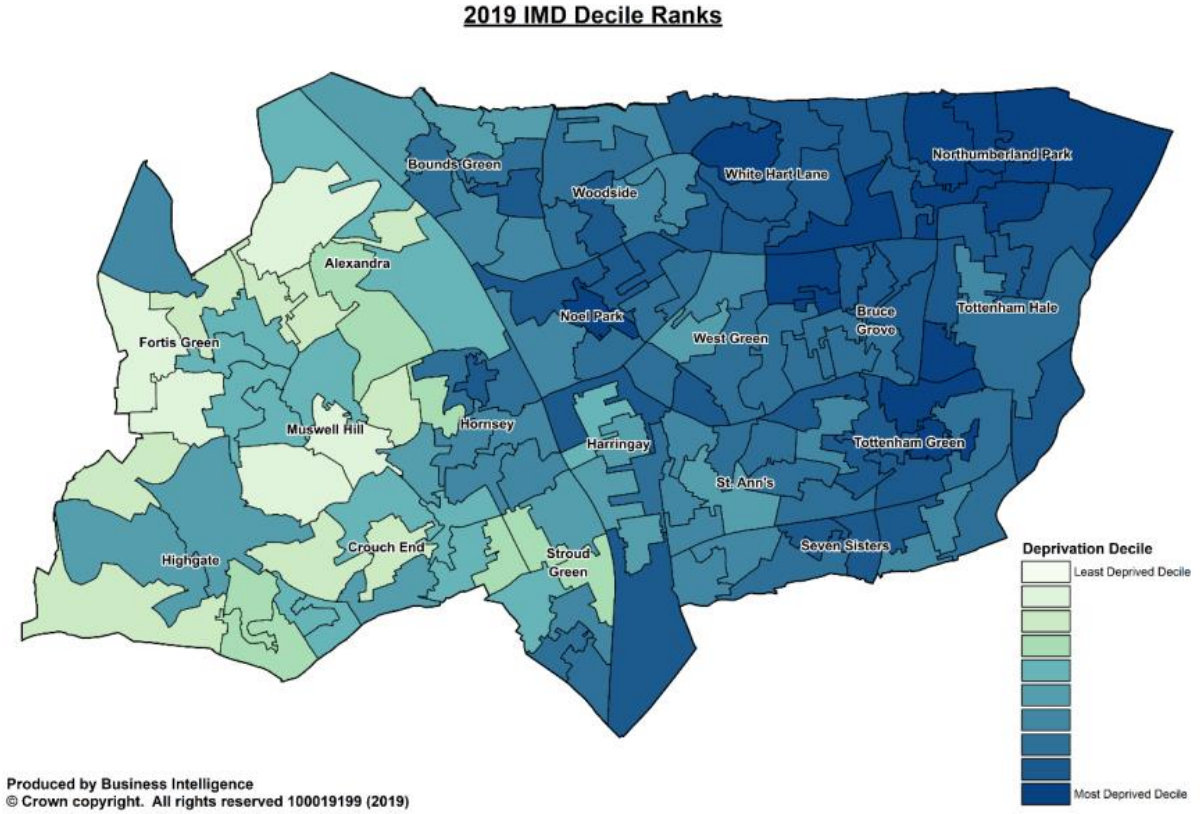
Source: Data sourced from GLA-2020 based population projections. Chart published in State of the Borough Report, December 2024.

Sixty-five percent of the Haringey population are from a Black and Minority Ethnic (BME) group or Other White ethnic group compared to 61% in London[8].

Deprivation

Haringey is the fourth most deprived borough in London, with deprivation more concentrated in wards situated in the north-east such as Northumberland Park and White Hart Lane.

[8] ONS Census 2021



Source of data: IMD 2019. Map produced by Haringey Business Intelligence Team.

Aims of the strategy

The overall aims of the strategy are to:

- **Improve the quality and quantity of public toilet provision in the borough**
- **Provide facilities which are suitable and inclusive for diverse groups**
- **Improve the cleanliness of facilities and address safety concerns.**

Alignment to other council strategies

The strategy aligns closely with the **Health and Wellbeing Strategy, 2024-29**, which includes the theme of Healthier High Streets and Healthy Place Shaping. An underlying priority of this theme is to **develop a Toilet Strategy reporting into the Health and Wellbeing Board**.

The Health and Wellbeing Strategy includes mental health as a priority and tackling issues including social isolation and loneliness. Improving toilet availability would help more residents to connect with one another where they currently feel unable to leave their home due to a fear of being unable to access a toilet. Apart from social isolation, a lack of public toilets can lead to people not drinking before they go out, resulting in dehydration and Urinary Tract Infections (UTIs).

The **Haringey Vision**, which was adopted in 2025, includes the following key priorities:

- All our residents have the opportunity to thrive and enjoy the best possible version of their life.
- The quality of life in every part of the borough is comparable to our cleanest, greenest and safest neighbourhoods.

- At a time of insecurity and change, Haringey is a place where people can put down roots and feel they really belong.

Haringey Vision sets out six calls to action to deliver in 2035. These are:

1. Safe and affordable housing
2. Thriving places
3. Supporting children and young people's experiences and skills
4. Feeling safe and being safe
5. Tackling inequalities in health and wellbeing
6. Supporting greener choices

However, the two main calls to action which this strategy is focused on are:

- **Thriving places**
- **Tackling inequalities in health and wellbeing.**

Consultation and Engagement

Consultation

A consultation survey was published online for a period of three months between January 2024 and April 2024.

A multi-disciplinary toilet strategy delivery group was established to analyse the findings of the public consultation. The group included representation from:

- **Haringey Public Health**
- **Planning**
- **Placemaking**
- **Corporate Landlord**
- **NHS North Central London Integrated Care Board**
- **Loos for Haringey**

- **The consultation was open to residents of Haringey, Elected Members, anyone who works in the borough, local business owners, visitors and members of local community groups.**
- **A total of 371 responses were received: 346 online and twenty-five paper copies.**

Data and information gathered throughout the consultation process was analysed. A summary of the main findings are:

- Forty-two percent of respondents felt that current toilet provision in Haringey is bad.
- Forty-one percent of respondents disagreed that the location of facilities was convenient followed by 31% of respondents who strongly disagreed.
- Forty percent of respondents felt that a lack of public toilets would prevent them from spending time in parks or green space.
- Thirty-four percent of respondents disagreed that toilets are clean and well maintained, followed by 29% of respondents who strongly disagreed.
- Forty-four percent of respondents would be prepared to pay to use a public toilet.
- Forty-nine percent of respondents would feel comfortable using a public toilet access card in shops, cafes, restaurants etc.

Charts showing a summary of the consultation findings can be found in the Appendix.

Engagement

Various user groups were engaged with to obtain resident and community feedback. The table below shows the key points.

User Group	Summary of the key points
Severe Complex Autism Learning Disability Group	• Some public toilets have been closed for many years such as those at Turnpike Lane bus station and Bruce Grove. • In some restaurants and cafes, the toilets can be too small and not suitable for wheelchairs and that it can be difficult for people with autism and learning disabilities to access these facilities. • Park toilets are often closed when the adjoining café is closed such as those in Priory Park. • There are discrepancies between the provision of toilets between the east and the west of the borough. • There is a need to improve the availability of full-sized changing tables and hoists.
Tottenham Pensioners Group	• There are no longer any toilet facilities in Downhills Park, and the nearest facilities are at Lordship Hub. • It would be beneficial for people aged 70 years and over to be provided with a radar key to access facilities whenever they need to do so. • There is a lack of public toilets on Tottenham High Road. However, coverage around Wood Green High Road is significantly better highlighting the disparity in the borough. • Toilet access in the vicinity of Tottenham Hale Retail Park could be improved as there is a lack of facilities here to meet the needs of residents and visitors to the outlet.

	• Having suitable toilet provision is vital in supporting residents, communities and visitors to embrace the opportunities and enjoyment of services in Haringey.
Carers Group	• There are inequalities in provision across the east and west of the borough, with better availability around the most affluent parts of Haringey in the west. • People with medical conditions or long-term health problems are apprehensive about leaving the home due to being caught short. A toilet access card would help reduce these concerns. • Improved toilet provision is required on the transport system in Haringey including at tube and train stations. More signs are needed to direct people to the nearest facilities.
Period Dignity Group	• The "Boys Need Bins" campaign led by Prostate Cancer UK promotes the use of sanitary bins in male toilets to help people with incontinence. • The availability of menstrual products and specialised amenities in toilet facilities including touch free disposable bins, toilet seat and hand sanitisers could be improved.

Strategic Priorities and Considerations

Strategic priorities were identified through the analyses of the consultation responses, engagement with diverse user groups, and reports from officers, members and colleagues at Loos for Haringey. The key findings are set out below under broad themes from the consultation and engagement process.

1. Location of Public Toilets and Gaps in Provision

The convenience and location of a public toilet has a significant influence on whether a person decides to use it, or not, as illustrated by the consultation and engagement findings.

Responses to the consultation show that twenty respondents felt that current provision is good, and fifty-eight respondents thought that it is satisfactory.

The engagement findings show that toilets located in the Mall Shopping Centre in Wood Green meet a good quality standard in terms of cleanliness and provide a benchmark for other facilities to achieve. Most of the other facilities in Wood Green are offered by commercial and retail businesses such as Morrisons and Wetherspoons, so toilet coverage in this part of the borough is good overall.

Community toilet schemes, where businesses including supermarkets make toilets available for the public to use in return for financial incentives from the council is an option being explored in parts of the borough where there are gaps. For example, at Tottenham Hale Retail Park, further work is being undertaken to explore the feasibility of implementing the scheme and improving toilet provision more generally in the vicinity.

In the west of the borough, there is good provision offered in most parks and green spaces including those in Alexandra Palace Park and Finsbury Park. It should be noted that the toilet facilities located in the parks in Haringey are not Council assets and are managed by the adjacent cafes. The upkeep of the toilet facilities in Finsbury Park however is funded by the Council for the café in the park to maintain.

Other key points to note from the responses are:

- Thirty-one percent of respondents strongly disagreed that the location of facilities in the borough was convenient.

- Some toilets are co-located in a café in a park such as those located at Priory Park. However, these toilets are only accessible during the cafés opening hours. The former toilets at Bruce Grove were restored and reopened as a community café with public toilet access in October 2025.

- Other toilets are co-located in libraries and community centres such as those at Broadwater Farm Community Centre and Lordship Hub. These toilets tend to have better cleanliness overall compared to standalone facilities.

- Toilets at some stations including those at Turnpike Lane underground and bus station are currently closed off to the public. Some of the mainline and overground stations in the borough do not have any toilet facilities available for public use.

- In other parts of the borough such as Bounds Green and Northumberland Park there are gaps or areas regarded as “loo deserts”. These are correlated with the most deprived parts in the east of the borough.

- Location of facilities is correlated to other factors such as perceptions of safety and attractiveness. Some toilets in the borough don’t feel safe to use including those located on St Anns Road due to anti-social behaviour and people loitering.

- In some parts of the borough, there is a mismatch relating to the location of a public toilet and the actual demand of local residents and communities who access the facility. For example, the toilet situated at Stonebridge lock is convenient for those people who are using the Lea River navigation towpath but has limited benefit for people living or working in Northumberland Park.

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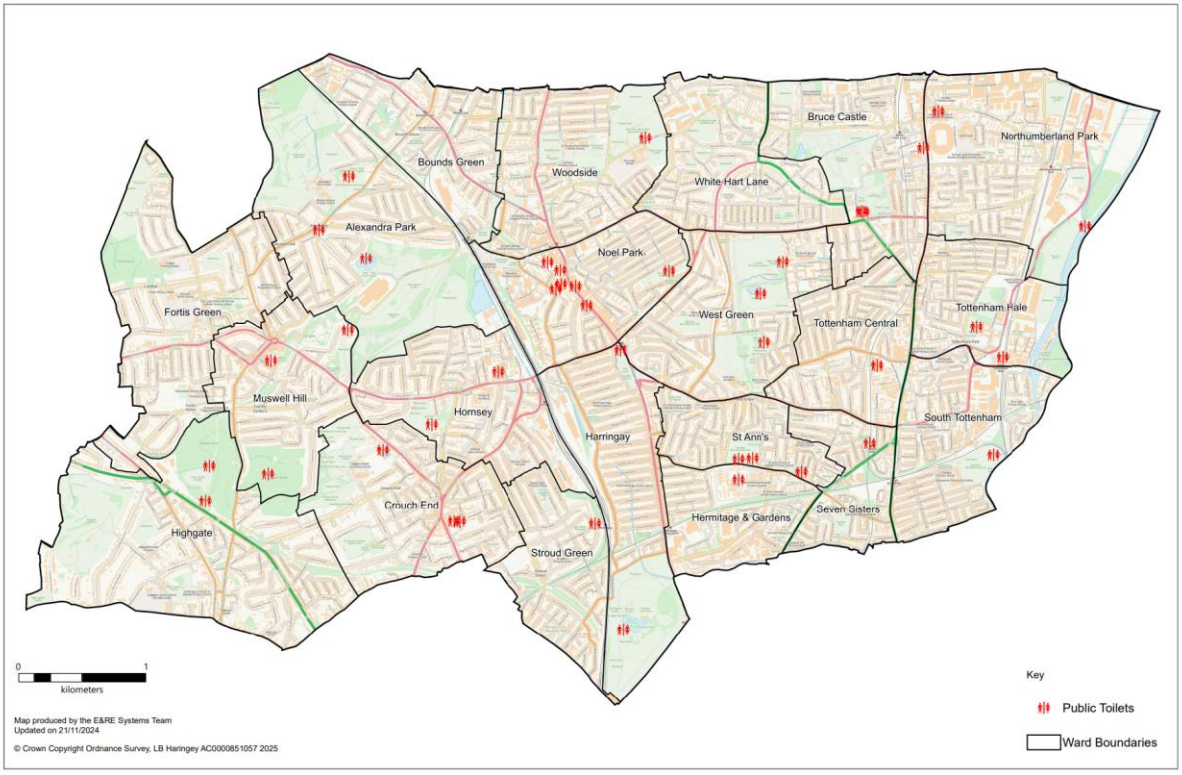
- Toilet cubicles such as those put up around Tottenham Hotspur Stadium to coincide with match days and concerts offer a temporary solution but are not available all year round.

The map below shows the current distribution of toilets in Haringey highlighting gaps and inequalities in provision.



Based on the gaps identified, key priorities are to:

- **Identify opportunities to integrate the actions set out in this strategy into the councils wider placemaking agenda and the shaping of public spaces and buildings through community-based participation, planning, and design.**
- **Keep community navigators and social prescribers informed on improvements to toilet access in their localities and provide feedback on any gaps identified where toilets are not meeting resident need.**
- **Work with businesses or their forums to negotiate better toilet access for members of the public.**
- **Work with primary care to negotiate better access to toilet facilities in GP surgeries and health centres where this is considered a feasible option.**

2. Planning and Transport

The Council is preparing a new Local Plan which will provide a planning framework for new developments in the borough. The Plan contains enhanced policies around delivering social value through new development including the provision of social infrastructure. Specific reference will be made to the need to improve public toilet provision in Haringey and large developments will be required to consider opportunities to contribute to this objective.

The Council collects two types of infrastructure funding from developers: Community Infrastructure Levy (CIL) and Section 106 planning obligations. There may be opportunities to use some of this funding to help deliver new or improved toilet provision in the borough although it is noted that there are many competing uses for this type of funding and securing it for the purpose of supporting this strategy cannot be guaranteed. One such use of the funding would be the supporting the maintenance and cleaning of facilities. However, this would need to be considered further against other priorities of Corporate landlord and the financial pressure on the council's revenue budget.

National Rail public toilets are located at Finsbury Park, Seven Sisters and Tottenham Hale train and overground stations for customers who are accessing the platforms but are not directly accessible from the street. In 2024, Transport for London (TfL) allocated £3 million in funding per year to improve toilet provision on its network, including at three Haringey stations. Thus far, TfL have installed a new accessible toilet at White Hart Lane station. A new accessible toilet will be installed at Seven Sisters and at South Tottenham station later in 2025.

3. Safety and Hygiene

Responses to the survey and engagement with different groups highlighted a range of issues relating to the safety and hygiene of public toilets, including:

- Some toilet blocks are in a very poor condition or dilapidated, even in the most affluent parts of the borough in Muswell Hill and Crouch End.
- Toilets are in a very poor condition at Markfield Park and St Anns Road (Chestnuts Park) where graffiti and anti-social behaviour have been reported.
- Some toilets only have basic facilities such as a cold-water tap and hand basin.
- Some toilets don't have a hand dryer or one that works.
- Toilets in Hornsey and Chestnuts Park are often blocked, and the locks don't work on doors.
- Toilets in Bruce Castle Park are open from 7am-5pm in the bowling pavilion. After 5pm, local residents reported that people urinate in the bushes in the park.
- The water pressure at the toilets in Finsbury Park is sometimes too weak to wash hands properly with.

To improve safety, best practice guidelines indicate that public toilets should be located in highly visible areas such as car parks which allow for passive and active natural surveillance[9].

The following opportunities exist to tackle issues relating to safety and hygiene in and around toilet facilities.

- Further engagement between Regeneration and Town Centre Management to review where facilities are currently sited and if the location meets best practice guidelines and safety considerations.

- Corporate Landlord to explore with Veolia whether the frequency of sanitising toilets could be increased and re-stocking supplies such as toilet paper and liquid soap.

- New designs are fully integral and configured to the local streetscape and public realm with the aim of discouraging crime and anti-social behaviour within the facility and immediate surroundings.

[9] British Toilet Association: PubliclyAvailableToiletsProblemReductionGuide.pdf

- Opportunities for natural surveillance is improved to discourage loitering and improve feelings of safety. The installation of better lighting and the removal of obstructions to improve sight lines from within buildings would help to achieve this.

4. Inclusive Access

The strategy and action plan are developed within the context of the Public Sector Equality Duty (PSED), a legal obligation for public bodies in the UK to support inclusivity and diversity.

Creating a more inclusive built environments is a key element of the planning agenda in Haringey. To help achieve inclusivity and accessibility, the following considerations are suggested.

- Undertake an annual review of toilet facilities across the borough to ensure that the toilet configuration and design features do not discriminate against protected characteristics such as sex, gender reassignment, sexual orientation, race, religious belief and age.

- Ensure the additional provision of mixed sex/gender neutral toilets, in addition to single-sex toilets, when upgrading or building new facilities.

- Ensure that necessary amenities such as toilet seat sanitiser, menstrual products for women and incontinence pads for men and women are made available wherever feasible.

- Explore the feasibility of integrating Changing Places facilities into future developments ensuring adequate space for a disabled person and their carer.

- Provision of equal and dignified access for wheelchair users in Changing Places facilities through the installation of grab rails, compliant layouts, appropriate fixtures, emergency safety features and adequate lighting.

- Upgrading facilities in all female or mixed sex/gender neutral facilities to ensure that there are baby change tables, space for prams and dedicated spaces for nursing mothers.

- Provision of all gender facilities which are accessible to all people regardless of gender to support the needs of members of the TQ+ community who do not identify as either male or female. The implications of the April 2025 supreme court ruling on the definition of sex should be considered in decision making processes[10].

- Working with certain businesses to encourage them to sign up to the toilet access card scheme and that its purpose is clearly defined and understood by all staff working in cafés, restaurants, entertainment venues etc.

[10] The supreme court ruling on gender definition were that the words “woman” and “sex” in the Equality Act refer to a biological woman and biological sex. The ruling has been interpreted to mean that trans women, who are considered to be biologically male but identify as women, can be excluded from women-only spaces like toilets and changing rooms.

5. Communication and Signage

As part of the action plan, further consideration will be given to the quality of website information, and the use of newsletters, media, posters and leaflets to raise awareness about toilet locations in the borough.

Improved signage directing people to the nearest public toilets in parks, green spaces and other sites were highlighted as an important consideration in the consultation and engagement findings.

A review of existing wayfinding signage will facilitate improvements so that information is not misleading, does not confuse or does not discriminate against diverse groups. Guidelines suggests that using clear, easily understood signage, including icons and visual cues, to guide users to restrooms and specific features is recommended in toilet design[11]. Furthermore, the British Toilet Association recommends that the following is displayed on the outside of all toilet buildings.

- Opening hours
- Contact information to report issues
- Accessibility and Changing Places facilities.

The list of public toilets on the council's webpage will be updated to reflect any changes to the above.

Action Plan

The actions in the table below are based on the consultation findings and engagement with diverse groups.

Priority	Action	Lead/Governance	By when?
Identify and address gaps in current toilet provision in the	Engage with businesses via the Business Bulletin and Business Forum to help promote public access to toilets in Tottenham and 'loo deserts' in the east of the borough.	Public Health and Local Economy	December 2026
	Engage with TfL to progress new toilet facilities at South Tottenham Station.	Placemaking to work with TfL	Ongoing
	Engage with TfL to improve the provision of the existing toilet facilities at Seven Sisters station.	Placemaking to work with TfL	April 2026
	Identify opportunities to increase toilet access through the council's corporate estate.	Corporate Landlord	Sept 2026

[11] Webpage: Equality impact assessment for the provision of toilets - GOV.UK

borough – focusing on Tottenham	Work with businesses at the Tottenham Hale Retail Park to improve and incentivise public toilet provision in shops/supermarkets located there and in the vicinity of Tottenham Hale bus/Underground station.	Placemaking and Town Centre Management	Ongoing
	Work with businesses across the borough including cafés, restaurants and pubs to incentivise toilet access so that there is mutual benefit to the community and local business. This includes providing better access for disabled people and Wheelchair users at key locations.	Placemaking and Town Centre Management	Ongoing
	Ensure that there is adequate provision of toilets including Portaloo availability year-round in the vicinity of Tottenham Hotspur stadium and that these are configured to the local streetscape and public realm.	Transport and Travel through the stadium's Local Area Management Plan team.	Ongoing
	Recommended improvements in toilet facilities at Down Lane Park are progressed.	Placemaking/ Capital Projects	Spring 2027
	Completion of the installation of a new public toilet at Bruce Grove Cafe which includes an accessible toilet.	Placemaking/Property Delivery	Completed in 2025
	Progress with the opening and maintenance of the TfL public toilets at Turnpike Lane	Placemaking to work with TfL	Ongoing
Planning and New Developments	Ensure that the Haringey Local Plan includes a commitment for new large-scale developments to incorporate publicly accessible toilet facilities where these can be accommodated.	Planning	December 2025

Addressing issues relating to toilet cleanliness, safety, standard and anti-social behaviour	Engage with businesses to make sure that toilet facilities are clean and maintained to the required standard.	Regeneration and Town Centre Management	Ongoing
	Review the contractual and management arrangements with Veolia of the three existing council owned public toilets to standardise cleaning and maintenance of these sites.	Corporate Landlord	April 2026
	Review toilet provision in libraries, parks, leisure centres and community centres to ensure that a consistent standard of cleanliness is being met.	Libraries, Parks and Leisure and Corporate Landlord	Ongoing
	Further investigation to better understand the safety concerns raised by the community on St Anns Road/Chestnuts Park toilets. Improve the safety of the public toilets where this was raised as a concern including better lighting.	Corporate Landlord	April 2026
	Improve the provision of menstrual products and specialised amenities in council run toilet facilities including touch free disposable bins, toilet seat and hand sanitisers.	Haringey Council departments (Public health linking with libraries, leisure, parks etc)	Ongoing
	Consider the implications of the Supreme Court ruling on gender definitions in public toilet design plans.	Corporate Landlord	Mar 2026
Communication of the strategy, action plan and toilet map using relevant forums and media	Present the strategy findings and actions at Health and Wellbeing Board. Agree sign off of the strategy and action plan at Cabinet.	Public Health	September 2025 February 2026
	Review the quality of signage, maps and website information Update and promote relevant webpages, social media, posters and flyers to raise	Public Health/ Haringey Council Communications team/NCL ICB Communications team.	Ongoing

	awareness of any changes to toilet locations.		
	Undertake a regular audit of the toilet map and update this every 12 month with feedback and new information from Loos for Haringey and the public.	Environment Team Loos for Haringey	Ongoing
Funding	Further work to consider how S106 and CIL monies can be used to support toilet provision in the borough	Planning team and Toilet Strategy Delivery group	Ongoing
	Ensure that future council budget setting processes consider sustainability and maintenance of public toilets in Haringey	Toilet Strategy Delivery Group	Ongoing

Monitoring and Reviewing the Strategy

The Strategy and Action Plan will be **reviewed every two years** following sign off to determine progress against each action and any further measures required. The actions in the above plan are based around this timeframe and will be progressed over the next two years.

Appendix – Consultation Responses

Age Breakdown

The majority of respondents (136) were aged 60-74 years, followed by people aged 50-59 years (65).

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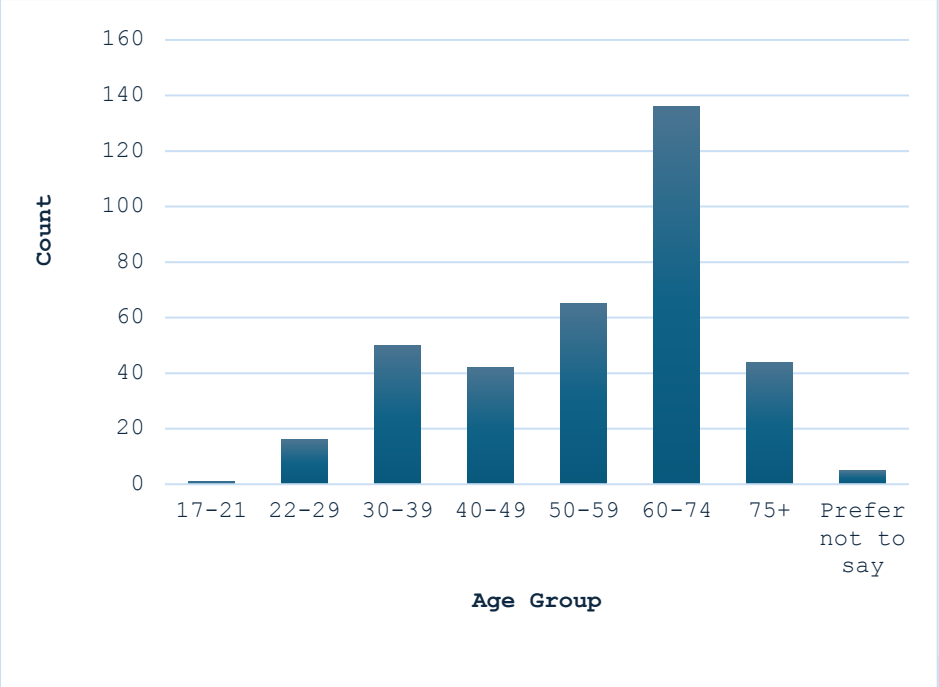
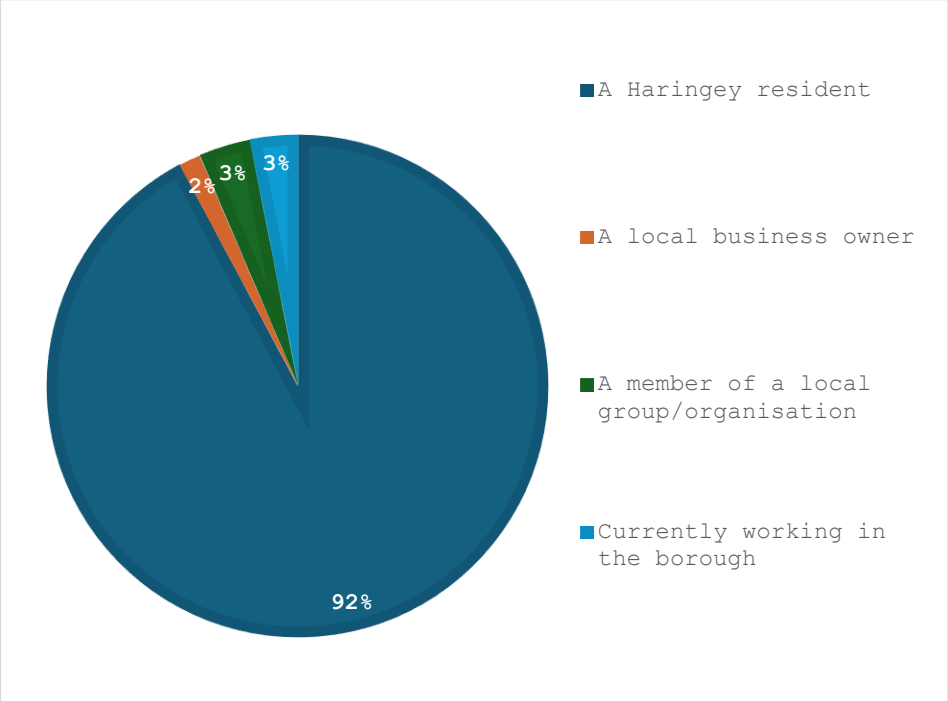


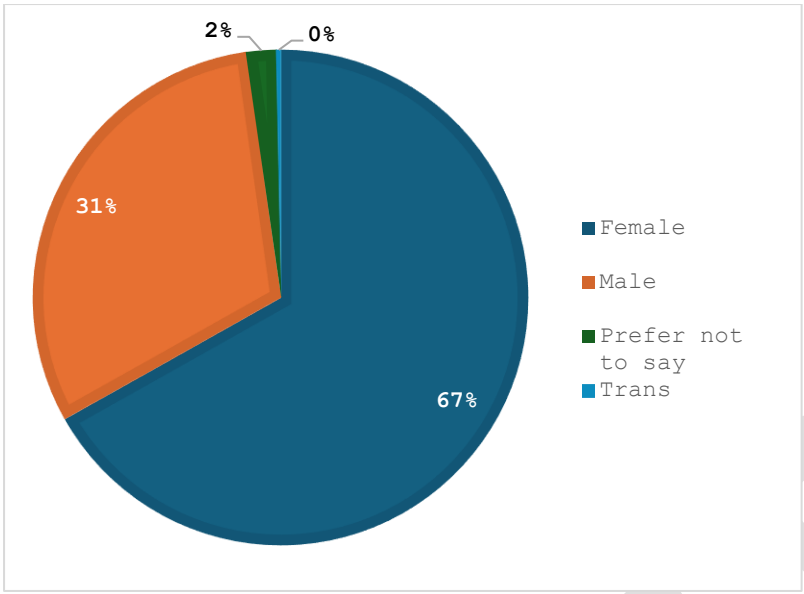
Are you a resident, business owner, a member of a local group or do you work in the borough?

Haringey residents (92%) accounted for the highest proportion of survey respondents. Members of a local group/organisation and people currently working in the borough both accounted for 3% of respondents.



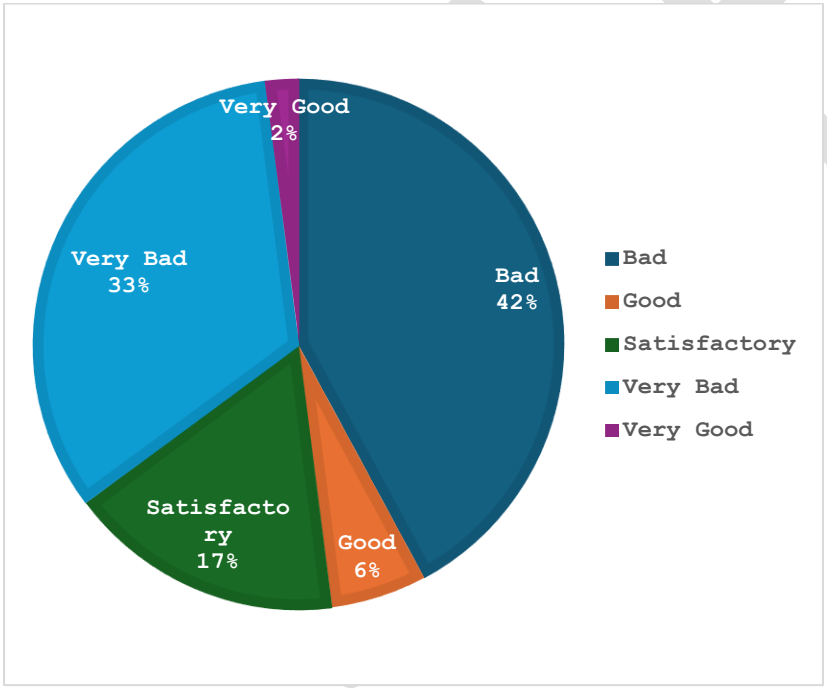
Gender of Respondents

The highest proportion of respondents were female (67%), and males accounted for 31% of responses.



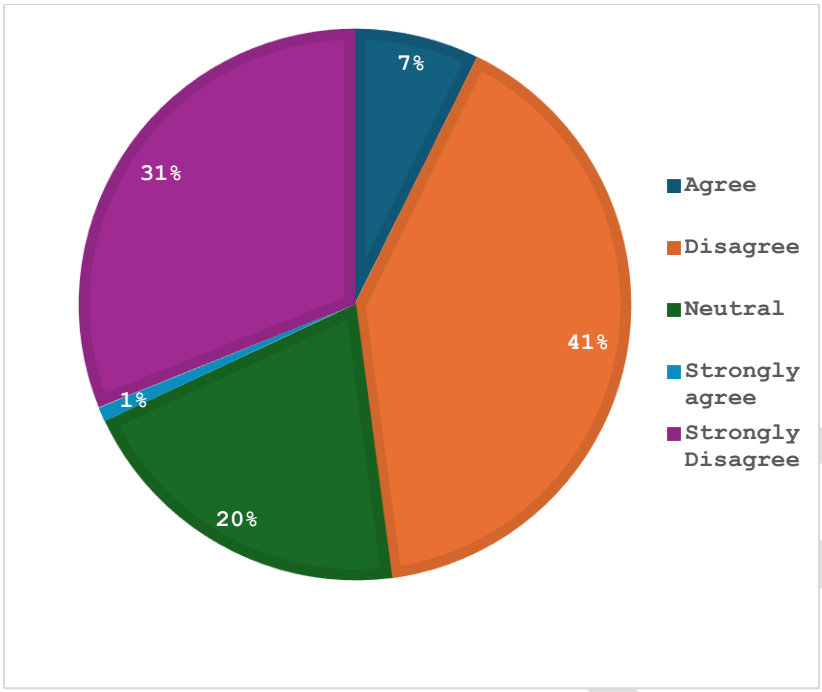
What do you think about public toilet provision in Haringey?

The highest proportion of respondents felt that current provision was bad (42%), followed by very bad (33%).



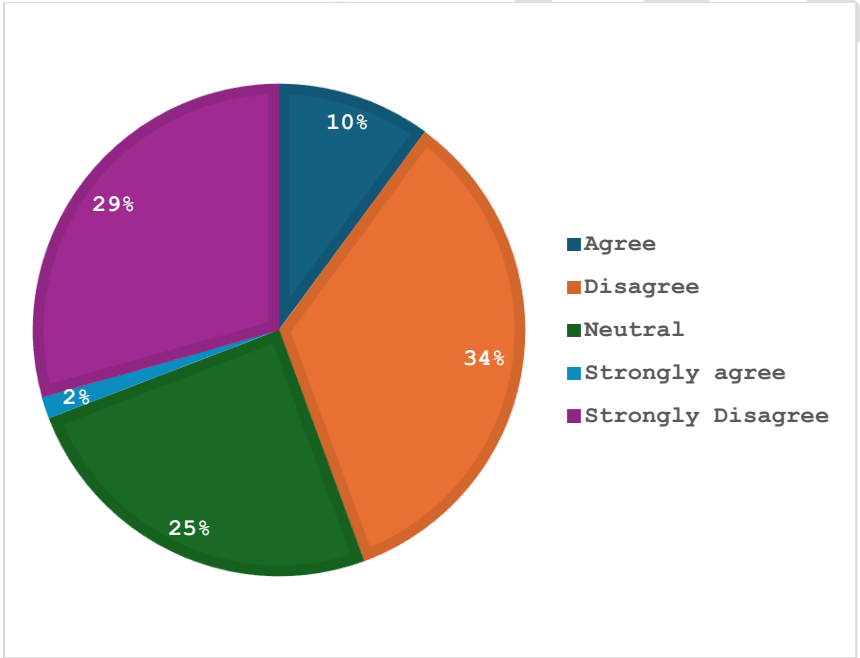
Do you think that the location of facilities is convenient?

Forty-one percent, or 145 respondents, disagreed that the location of facilities was convenient followed by 31% of 111 respondents who strongly disagreed. Only 1% felt that the location of facilities is convenient.



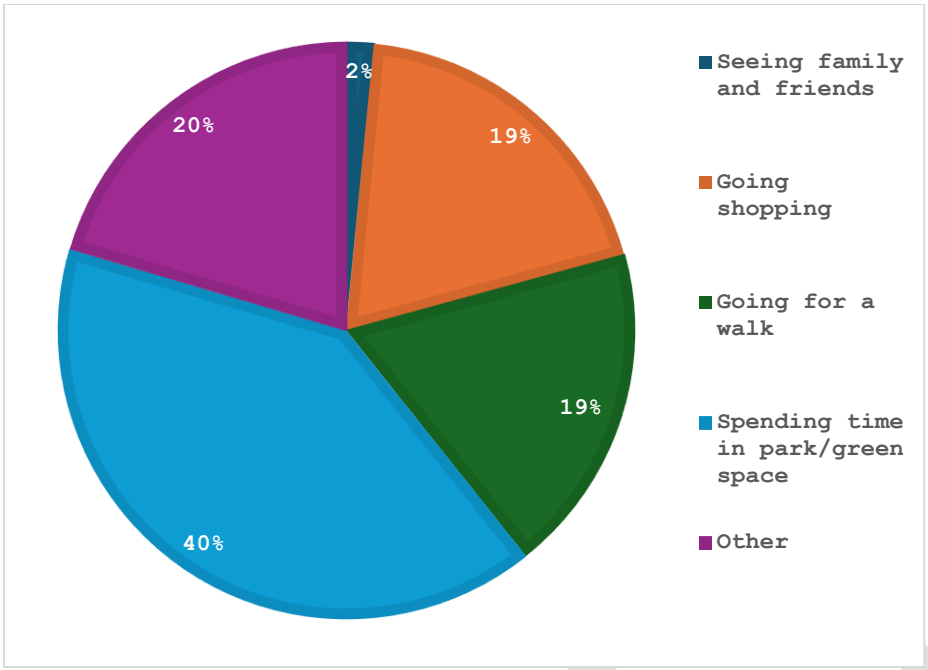
Do you feel that toilets are clean and well maintained when you visit them?

Thirty-four percent or 119 respondents disagreed that toilets are clean and well maintained, followed by 29% or 102 respondents who strongly disagreed.

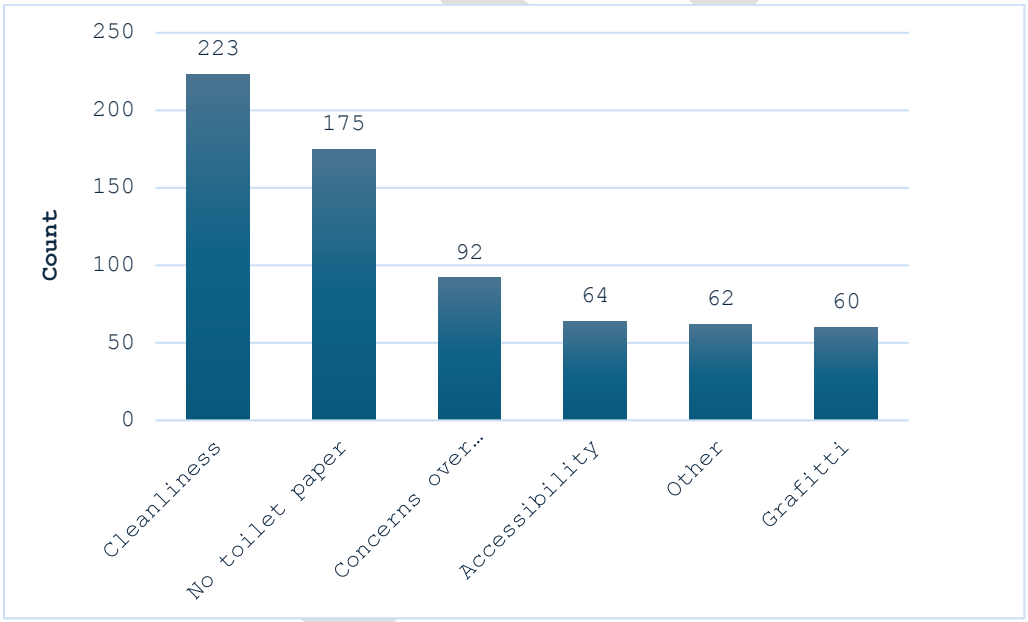


What impact would a lack of public toilets have on you and what may it prevent you from doing?

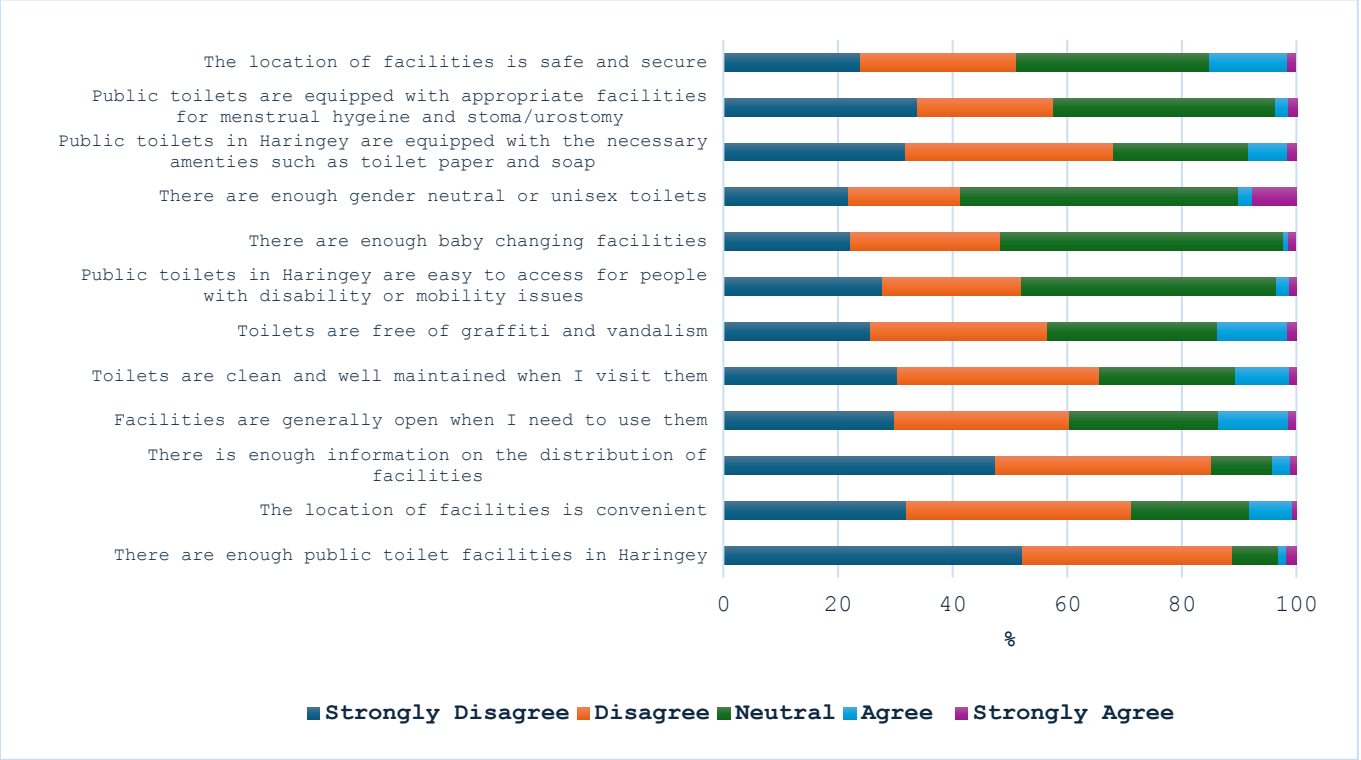
Forty percent or 130 respondents felt that a lack of public toilets would prevent them from spending time in parks or green space.



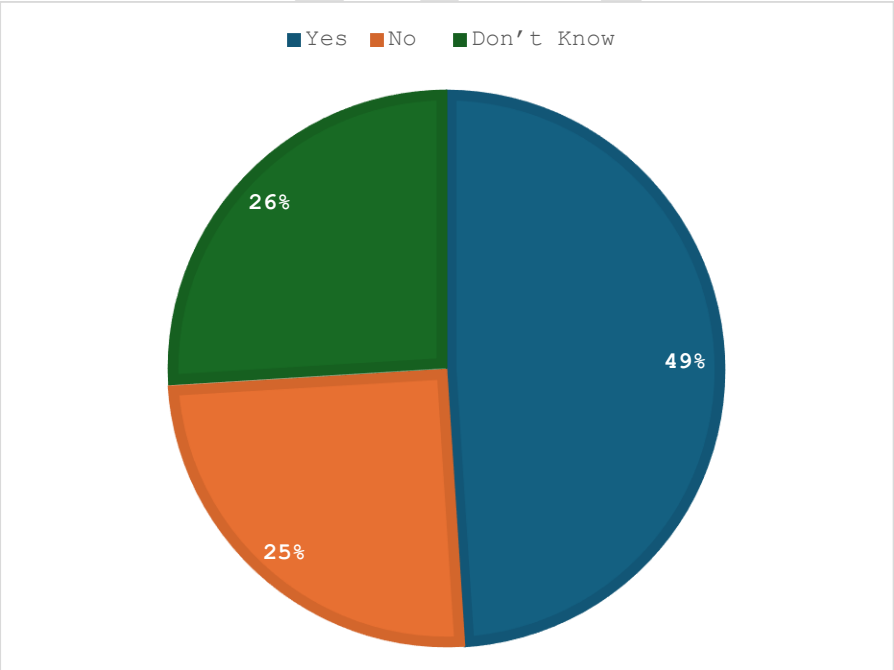
Are there any particular issues which you have experienced when using publicly accessible toilets when out and about in Haringey?



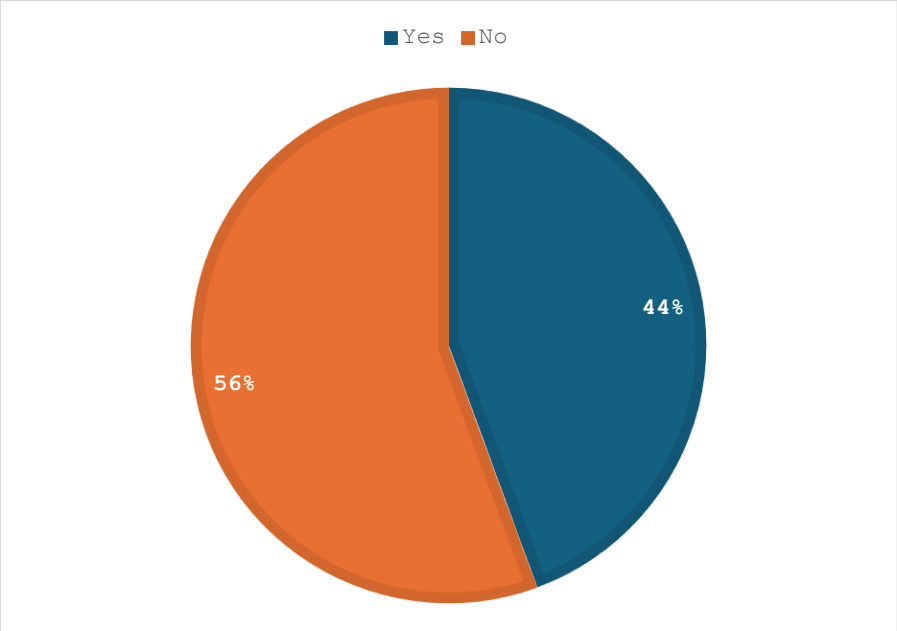
Which of the following statements relating to the provision of public toilets in Haringey do you agree with?



Would you feel comfortable using a toilet access card in local shops etc if a designated toilet wasn't available?



Would you be prepared to pay to use a public toilet if required?



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Report for: Cabinet – 10 February 2026

Item number: 18

Title: High Road West Scheme – Next Steps

Report authorised by: Taryn Eves, Corporate Director of Finance & Resources

Lead Officers: Robbie Erbmann, Delivery Director

Abigail Stratford, Director of Placemaking & Community Development

Ward(s) affected: Bruce Castle

Report for Key/ Non Key Decision: Key Decision

1. Describe the issue under consideration

1.1. In 2017, following a competitive procurement process, the Council entered into a Development Agreement ("DA") with Lendlease to deliver the High Road West Scheme ("the Scheme") in north Tottenham. In recent years the Scheme has progressed through a number of milestones, including the grant of a hybrid planning application for the site, a positive resident ballot on the Love Lane Estate, and confirmation of a compulsory purchase order for Phase A, comprising the southern half of the site.

1.2. Delivery is currently stalled, due to difficult market conditions which have increased the budget needed to deliver the Scheme. The Council has been working with Lendlease to explore ways to address these challenges and find a viable route to unlock delivery. Furthermore in May 2025, Lendlease announced that they had entered into a conditional agreement to create a joint venture partnership with the Crown Estate to deliver its UK development projects. If a viable route is found, and subject to a future decision by Cabinet, then the Scheme may be delivered by that partnership. The negotiations with Lendlease on these matters are ongoing.

1.3. The Council's highest priority through the current review of the Scheme has been to build new Council homes for Love Lane Estate residents as quickly as possible. In this context, the Council and Lendlease have reached an agreement to remove Phase 1A from the DA and in turn enable the Council to direct deliver the site, which comprises the first 61 council homes within the Scheme, as part of its council house-building programme. This report seeks authority for the Council to procure a contractor to deliver the council homes, which if approved, means that construction works at the site could re-start later this year. This would provide a route to rehousing around half of the residents on the Love Lane Estate.

2. Cabinet Member Introduction

2.1. We've long been committed to delivering transformational change for residents in north Tottenham, including providing much-needed new homes for those on the Love Lane Estate. Our landlord offer sets out clear guarantees: secure and non-secure tenants on the Love Lane Estate will be offered a high-quality, modern, council-owned home within the High Road West redevelopment area that meets their needs. The recommendations in this report represent a major step forward in fulfilling those commitments, while we continue to explore a viable route for the next phase of the High Road West scheme.

2.2. The new council homes at Phase 1A will be built to the high quality seen on our sites across the borough and will support our efforts to build at least 3,000 new council homes at council rents by 2031. We are building homes that will last, with great insulation standards, great interior and exterior design standards and a strong mix of family and individual homes. We make sure homes are as well-insulated and energy-efficient as possible, because we want homes that aren't just affordable to rent but affordable to run.

2.3. Phase 1A will have four fully wheelchair-accessible 2-bedroom flats, twenty 1-bedroom flats, ten 2-bedroom flats, twenty-three 3-bedroom family homes and four 4-bedroom family homes. Proposals also include a shared communal garden with play space for children and private amenity space for each home, including private balconies and gardens for the ground floor homes.

2.4. These new council homes have been designed with Love Lane residents who have waited for many years for these to be built. In line with their Love Lane Landlord Offer, those residents will have first priority for the homes at Phase 1A, and our dedicated rehousing team will support residents through each stage of the move process ensuring that the home is the right fit for their household and that any adaptations are made where necessary.

3. Recommendations

3.1. It is recommended that Cabinet:

i. Approve the commencement of a procurement exercise in accordance with Contract Standing Order (CSO) 2.01 b), for the new build development of 61 council homes at High Road West, Phase 1A for the anticipated total contract sum set out in the exempt report; and

ii. Delegate the appropriate route to market High Road West, Phase 1A to the Chief Procurement Officer in compliance with the Council's CSO's.

4. Reasons for decision

4.1. These recommendations will enable the re-commencement of the Scheme and facilitate the rehousing of residents on the Love Lane Estate into new permanent homes within the Scheme in line with the commitments within the

Love Lane Landlord Offer, which was the subject of a positive resident ballot. The Council will utilise Affordable Housing Grant funding from the Greater London Authority ("GLA") which it has already drawn down for the delivery of Phase 1A, helping it to meet the milestones within those agreements. These steps will create momentum and result in meaningful progress on site while work with Lendlease to agree a route forward on subsequent phases continues, with the aim for this to follow the delivery of Phase 1A.

4.2. Phase 1A will provide 61 council homes on Council-owned land, including M4(3) wheelchair homes and family homes, and with associated refuse stores, cycle stores, service space, amenity space and landscaping. The council homes have been developed with Love Lane residents through engagement dating back to 2018. The site was granted detailed planning permission in August 2022 as part of the hybrid application for the Scheme (planning ref: HGY/2021/3175), and a subsequent Non-Material Amendment application was approved in July 2023 (planning ref: HGY/2022/3937).

4.3. Financial appraisals supported by an independent cost consultant demonstrate that the Phase 1A scheme is viable for delivery by the Council and value for money can be achieved via the procurement route detailed in paragraphs 6.14-6.20 of this report.

4.4. The Council's Contract Standing Order item 2.01.b) requires Cabinet approval to commence a procurement exercise for proposed contracts valued £500k or above. The works contract for Phase 1A will include the construction of the 61 new build council homes and the demolition of the existing 100 Whitehall Street building (also referred to as Whitehall Lodge and located within the Phase 1A red line boundary), which is a Council-owned emergency accommodation hostel and will be decommissioned prior to redevelopment.

4.5. The Phase 1A works contract is also planned to include the demolition of the 2-32 Whitehall Street residential block, part of the Love Lane Estate. This block is nearly vacated, and the Council's rehousing team are working with tenants to relocate households into alternative accommodation within the estate prior to the completion of the new permanent homes at Phase 1A. Demolition of the block once vacated would improve the environment for residents on the estate and provide the opportunity for the Council to explore temporary uses on site prior to development, benefiting the local community.

5. Alternative options considered

Not to proceed with direct delivery of Phase 1A

5.1. The Council could choose not to proceed with direct delivery of Phase 1A, following the removal of the site from the DA with Lendlease. However, this option would mean that there is no route forward to delivering a 100% council home scheme which has secured detailed planning permission and will enable the rehousing of around half of Love Lane residents. This would result in further delays to the Council delivering on its commitments in the Landlord Offer.

5.2. While this option would provide the Council with the ability to retain 100 Whitehall Street as emergency housing accommodation, it would also leave a site that has been partially demolished and is experiencing anti-social behaviour issues. The existing Whitehall Lodge building will also require significant investment to continue operating over the medium and long-term. The provision of emergency accommodation will be met at alternative sites in the borough if Phase 1A is brought forward for delivery. For these reasons, this alternative option has been discounted.

6. Background information

High Road West Scheme

6.1. The DA with Lendlease provides for the Scheme to be delivered through a phased approach, with leases for land required to deliver each phase granted to Lendlease on the satisfaction of conditions. Alongside the DA, the Council and Lendlease entered into a Compulsory Purchase Order Indemnity Agreement ("CPOIA") whereby Lendlease undertook to indemnify the Council in respect of costs incurred in securing the compulsory acquisition of the land and property interests required to deliver the Scheme.

6.2. In total, the Scheme is planned to deliver over 2,500 new homes including 546 council homes, a Library and Learning Centre and refurbished Grange Community Hub, a civic square of at least 3,500sqm, a community park of at least 5,300sqm, landscaped public realm and pedestrian/cycling routes, improved connectivity to White Hart Lane station, and commercial, retail and leisure space. The Scheme will create significant economic benefits including 1,214 construction jobs and 1,202 construction supply chain jobs.

6.3. In 2021, the Council entered into a funding package with the GLA to kickstart the first phase of the Scheme, referred to as Phase A, comprising the land to the south of White Hart Lane. This package consists of two grant funding pots. The first, the Affordable Housing Grant, comprises £70,312,000 and is utilised to deliver affordable housing. The second, the Mayor's Land Fund, comprises £21,200,000 and is utilised to support the cashflow of land assembly acquisition costs. A portion of the Affordable Housing Grant funding will be utilised by the Council to deliver affordable housing at Phase 1A.

6.4. In July and August 2021, building on consultation with residents since 2012, the Council held a resident ballot on the Love Lane Estate. The ballot was undertaken in accordance with the requirements within the GLA's Affordable Housing Capital Funding Guide and resulted in the majority of participating residents backing the proposals to regenerate the estate as part of the Scheme. The Love Lane Landlord Offer published at the time of the ballot sets out the Council's commitments to residents on the estate including:

i) New council home at council rents in the Scheme for secure tenants and eligible non-secure tenants in temporary accommodation;

ii) Equity loan offer for resident leaseholders for new homes in the Scheme and properties elsewhere in the borough; and

iii) Support through the move process, including arranging for any adaptations in the new home, with all reasonable moving costs covered through disturbance payments.

6.5. The High Road West Local Lettings Policy, agreed by Cabinet in July 2021, provides the policy basis for how secure and non-secure tenants in temporary accommodation within the Scheme masterplan area will be prioritised for newly built social homes within this area.

6.6. In August 2022, the Council's Planning Sub Committee granted consent for Lendlease's hybrid planning application for the Scheme. This comprised detailed consent for Phase 1A (the first sub-phase within Phase A, and also referred to as Plot A) and outline consent for the remainder of the masterplan including the rest of Phase A and the entirety of Phase B.

6.7. In December 2025, the Council and Lendlease agreed to remove Phase 1A from the DA to enable the Council to direct deliver Phase 1A and to accelerate the building of new council homes for residents. The Council and Lendlease are continuing to work in partnership to deliver the remainder of the Scheme.

Delivery of Phase 1A

Site Description

6.8. The Phase 1A site plan is at Appendix 1. The site occupies brownfield land west of the Weaver Overground line and White Hart Lane Station, bounded by Whitehall Street, Headcorn Road, and Tenterden Road. Constraints include a 3m Network Rail exclusion zone, an irregular plot shape, and sensitive interfaces with low-rise residential neighbours and shared gardens.

6.9. The site was comprised of two vacant council-owned buildings (Whitehall & Tenterden Community Centre and Whitehall Lodge), hardstanding, and fragmented green space. The Community Centre has been demolished in recent years, whilst Whitehall Lodge is used for emergency temporary accommodation. Whitehall Lodge will be vacated prior to redevelopment of the site, and the emergency temporary housing provision at this site will be accommodated at other sites within the borough.

6.10. The design has been carefully developed to respond to the site's proximity to neighbouring properties, with particular attention to height, massing, and architectural treatment. Proposals have undergone scrutiny by the Quality Review Panel and benefited from input by Local Authority Conservation and Urban Design officers. The planning application is supported by specialist technical reports, and we are actively exploring further design refinements to enhance quality and improve efficiency.

6.11. The new buildings are set within an inclusive, open landscape designed to encourage play and interaction. At its centre is a garden space for quieter seating opportunities. A main pedestrian route connects Whitehall Street and Headcorn Road, integrating rain gardens to manage surface water and add

visual interest. Defensible planting provides privacy for residents, with private terraces along Block A1 and gardens behind Blocks A2 and A3. Proposals also deliver public realm improvements, including realigning Whitehall Street for a cohesive site entrance and providing off-street parking south of the buildings.

Engagement and consultation

6.12. The High Road West scheme has been subject to extensive community and key stakeholder consultation, dating back to the consultation stages of the High Road West Masterplan in 2014. The hybrid planning application including the detailed proposals for Phase 1A was subject to four rounds of consultation between 2018 and 2021. This included drop-in events, letters and flyers, and one-on-one meetings with residents.

6.13. The Council has also closely engaged residents on the Headcorn & Tenterden Estate across this period, which neighbours Phase 1A, ensuring that they have inputted into the plans on key issues such as heights, overshadowing, landscaping and access through the site. This engagement with both Love Lane and Headcorn & Tenterden Estate residents will continue prior to and during through the construction phases for the site.

Proposed tender process

6.14. This opportunity will be competitively tendered in line with the Council's Contract Standing Order (CSO) 7.02.

6.15. The procurement process will adopt a single stage JCT Design and Build Contract, largely driven by timescales required to meet funding deadline requirements.

6.16. The scheme at Phase 1A has been designed up to Stage 3 of the Royal Institute of British Architects (RIBA) Plan of Works 2020. A contractor will be needed to develop the technical design and complete the new build works.

6.17. Bidders will be asked to respond to a price and quality assessment.

6.18. Haringey's project team will conduct the quality assessment, moderated by the Council's Procurement Team to ensure consistency in submissions and scoring. Pre-agreed questions within the tender will be scored from 0 (not answered) to 5 (excellent) and weighted as specified.

6.19. The Cost Consultant will independently review costs to ensure value for money and alignment with market trends. Clarification responses will be analysed to confirm robust costing. A final report will detail both quality and cost scoring outcomes.

6.20. The scheme will return for Cabinet approval assuming a successful tender process.

6.21-6.42. This information is contained in the exempt report.

Land Assembly and Rehousing

6.43. Alongside the delivery of Phase 1A, the Council will proceed to the next steps to enact the previous decisions by Cabinet at its meetings in July and November 2022 relating to land assembly and rehousing. In doing so, the Council will have taken all the necessary actions to ensure that it has the ability to secure vacant possession of land and property within the Scheme area at the appropriate time, and in turn, enable the delivery of the new homes and other community benefits within the subsequent phases of the Scheme.

6.44. In July 2022, Cabinet agreed to commence a statutory consultation with all secure tenants on the Love Lane Estate regarding the potential use of Ground 10A. The Council's aim is to rehouse all tenants by mutual agreement, in line with the Landlord Offer, however Ground 10A is one of the statutory grounds under which possession of a secure tenancy may be ordered by the court (in this case for reasons of redevelopment) if agreement could not be reached. These powers would only be exercised in the event that a tenant was not willing to leave a property even once suitable alternative accommodation had been offered as part of the rehousing process. Further information is provided in paragraphs 6.29 to 6.37 of the July 2022 Cabinet report (link).

6.45. The consultation on Ground 10A was deferred following the Cabinet decision, as the timings for the redevelopment were under review, which is relevant to the consultation. With a route now in place for delivery for Phase 1A and in turn the rehousing of secure tenants, it is now planned for this consultation with the remaining 26 secure tenants on the Love Lane Estate to take place in summer 2026. Officers will report back to Cabinet on the outcome of the consultation. Depending on the outcome, Cabinet may be asked for approval to authorise the Council to seek the Secretary of State's approval of the Scheme for the purpose of Ground 10A.

6.46. In November 2022, Cabinet agreed to make The London Borough of Haringey (High Road West Phase A) Compulsory Purchase Order 2022 for the acquisition of land, interests and new rights required to enable delivery of Phase A of the Scheme and agreed to delegate the power to effect the implementation of the CPO once confirmed. The CPO has since been confirmed by the Secretary of State, which was publicised via press notice on 20 March 2024. CPO powers must be used within three years of the date of the press notice, that is 20 March 2027.

6.47. Following confirmation, the Council intends to proceed with implementation of the CPO within the statutory timeframes which will ensure that the Council can secure ownership of the outstanding property interests and enable delivery of the Scheme once the viability position is resolved. The Council will continue to seek agreement to acquire interests by private treaty where possible, and will maintain its commitments to residents and businesses set out within the Landlord Offer, Love Lane Leaseholder Offer and the High Road West Business Charter. Further information is provided in the November 2022 Cabinet report (link).

7. Contribution to the Corporate Delivery Plan 2022-2024 High level Strategic outcomes

7.1. The recommendations in this report will make a significant contribution and support the delivery of key themes within the Corporate Deliver Plan (CDP) 2024-2026.

- **Homes for the future:** The construction of these new homes directly contributes to this key theme. The council's vision to create a borough where everyone has a safe, sustainable, stable, and affordable home. Providing 16 high-quality new homes at council rent will meet this key theme.

- **Responding to the climate emergency:** Responding to the climate change emergency is a core part of the Housing Delivery Programme. This scheme has been designed to Passivhaus principles and employs the latest sustainable technologies resulting in significant carbon emission reductions over the Building Regulations baseline, ensuring homes that are comfortable and efficient to run.

- **Place and economy:** This project will ensure that the objectives set out in this theme are met by providing jobs through construction. This will help contribute to 'a thriving economy and a pleasant place' where 'everyone can find access to rewarding work that pays a living wage', as set out in the CDP.

8. Carbon and Climate Change

8.1. The proposals for Phase 1A have been designed to high sustainability standards. As required by the London Plan, the development follows the energy hierarchy, incorporating passive design measures, energy efficient equipment and renewable energy. Carbon emissions have been calculated over a baseline scenario. The baseline is based on the 2021 building regulations notional building. The development achieves an 70% improvement over the baseline.

8.2. Homes are designed to meet high sustainability standards, targeting Home Quality Mark 4*. Building features include living roofs with solar PV panels and low water usage. The building will be constructed with responsibly sourced and environmentally friendly materials.

8.3. The building layout has been designed to address several environmental challenges at source, with noise mitigation addressed by orientating the principal windows of habitable rooms away from the Railway wherever possible.

8.4. Overheating is addressed by providing appropriately sized windows to exposed elevations along with stacked balconies providing passive shading. Most of the proposed homes are either dual or triple aspect. This enables all the dwellings to benefit from openable windows and aspect away from the railway.

8.5. Extensive soft landscaping and planting aims to balance biodiversity enhancements and maintenance considerations, while meeting the GLA Urban Greening Factor (UGF) targets as well as the latest requirements on Biodiversity Net Gain (BNG).

9. Statutory Officers comments (Director of Finance (procurement), Head of Legal and Governance, Equalities)

Finance

9.1-9.9. These comments are contained in the exempt report.

Procurement

9.10. Strategic Procurement (SP) has been consulted and notes the contents of this report and the recommendations set out.

9.11. The proposed route to market is the London Construction Programme's (LCP'S) Housing Framework - Lot 1.3. The identified route to market is in accordance with CSO 7.02

9.12. We have concluded a market engagement exercise, and two suppliers have expressed interest in participating in the procurement exercise. The Council has an option to utilise the LCP's Dynamic Purchasing System (CSO 8.01) in case we want to engage a wider pool of suppliers. Approval of an alternative route to market will be sought from the Chief Procurement Officer if the need arises.

9.13. SP will work with the service to ensure value for money is achieved through the procurement activity, including delivery of social value aligned with Councils' priorities.

9.14. SP supports the recommendation to commence this procurement exercise in accordance with CSO 2.01b.

9.15. This information is contained in the exempt report.

Legal

9.16. The Director of Legal and Governance (Monitoring Officer) was consulted in the preparation of the report.

9.17. Pursuant to the provisions of the of the Council's Contract Standing Order (CSO) 2.01(b), Cabinet has authority to approve the commencement of a procurement exercise where the value of the contracts to be procured is £500,000 or more and as such the recommendation in paragraph 3(1)(i) of the report is in line with the Council's CSO.

9.18. The recommendation in paragraph 3(1)(ii) of the report to delegate power to the Chief Procurement Officer to approve the appropriate route to market is in line

with law. Cabinet has power under the Local Government Act 2000 to delegate the discharge of any of its functions to an officer (S.9E (Discharge of Functions).

9.19-9.20. Further Legal comment is contained in the exempt portion of the report.

9.21. The Director of Legal and Governance (Monitoring Officer) see no legal reasons preventing the approval of the recommendations in the report.

Equality

9.22. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

9.23. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

9.24. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

9.25. The decision to deliver Phase 1A will increase the supply of Council homes. This will have a positive impact on individuals on the housing register, including families in need of 3 and 4-bed homes, which includes people in severe housing need and people currently living in temporary accommodation. Data held by the council suggests that women, young people, those from a lower socio-economic background and BAME people are over-represented among those living in temporary accommodation. As such, it is reasonable to anticipate a positive impact on residents with these protected characteristics and this decision will therefore positively advance the public sector equality duty in Haringey.

9.26. With regards to the contract appointment, as an organisation carrying out a public function on behalf of a public body, the contractor will be obliged to have due regard for the need to achieve the three aims of the Public Sector Equality Duty as stated above.

10. Use of Appendices

- Appendix 1 – Phase 1A Site Plan, Floorplans and 3D impressions
- Appendix 2 – Phase 1A Land Valuation (Exempt)

11. Background papers

- 8th November 2022 Cabinet Report - High Road West Scheme Phase A – Compulsory Purchase Order (link)
- 19th July 2022 Cabinet Report – High Road West – Appropriation of Land in Plot A and Consultation on the Use of Ground 10a of the Housing Act 1985 (link)
- 13th July 2021 Cabinet Report – High Road West - Approval of Resident Offers, Landlord Offer and Resident Ballot (link)
- 16th March 2021 Cabinet Report – High Road West – Conditional Approval of Funding and Next Steps (link)
- 10th March 2020 Cabinet Report - High Road West – Next Steps for Consultation on Resident Offers (link)
- 8th March 2018 Cabinet Report- High Road West Regeneration Scheme – approval of the next steps for the Love Lane Leaseholder Offer and for delegated authority to agree all valuation and compensation packages for the land interests due to be acquired (link)
- December 2017 Full Council Report - High Road West Regeneration Scheme – Approval to seek Secretary of State Consent to dispose of housing land (link)
- 12th September 2017 Cabinet Report- High Road West Regeneration Scheme – appointment of a preferred bidder and next steps (link)
- 13th September 2016 Cabinet Report- Tottenham Housing Zone Phase 2- North Tottenham (link)
- 15th December 2015 Cabinet Report- High Road West Regeneration Scheme Update and Next Steps (link)
- 20th January 2015 Cabinet Report - Site Acquisitions Fund – approval for decisions under Delegated Authority (link)
- 16th December 2014 Cabinet Report- High Road West Regeneration Scheme- Masterplan and Next Steps (link)
- 15th July 2014 Cabinet Report- High Road West Regeneration Scheme Consultation. (link)
- 28th November 2013- High Road West Regeneration Project - Master Plan Option Consultation Feedback and Next Steps. (link)

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Appendix 1

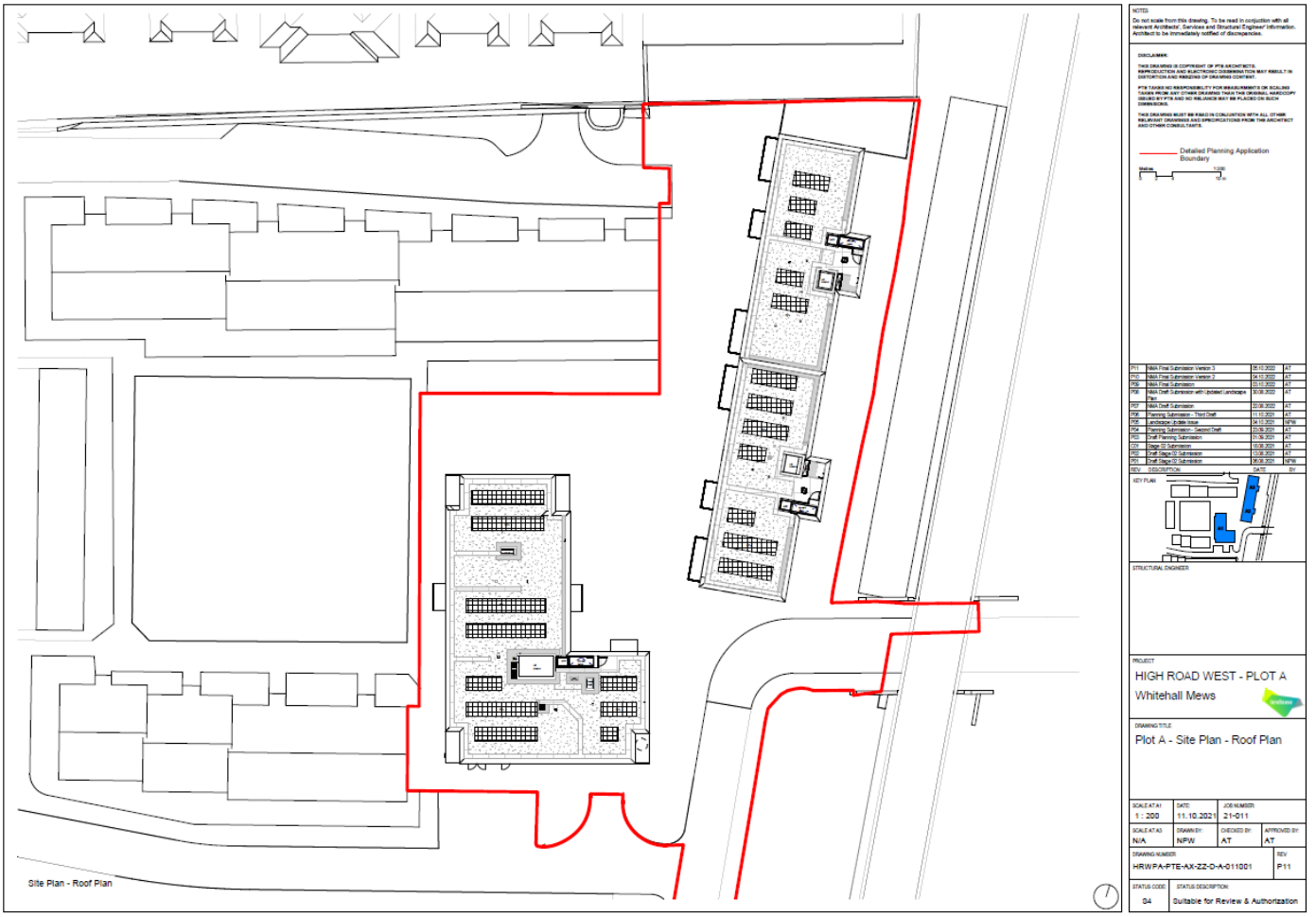
High Road West (HRW), Phase 1A – **Site Plan, Floorplans and 3D Impressions of proposed development**

The 'Proposed Site Plan' below illustrates the planning application red line extents for the HRW Phase 1A development site.

Also included are floorplans as well as 3D impressions of the proposed development.

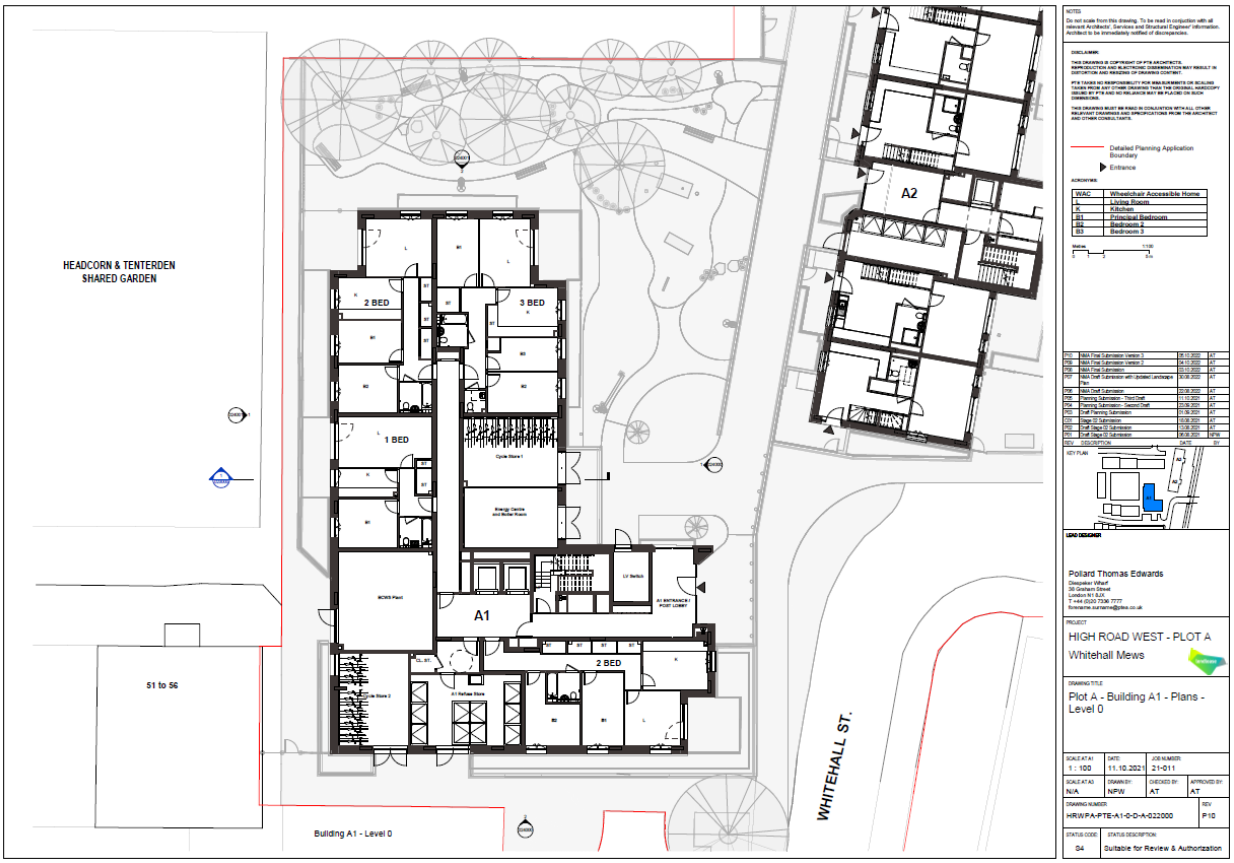
61 Council homes comprising 20 x one-bed two-person flats, 4 x two-bed four-person M4(3) 'wheelchair' flats, 10 x two-bed four-person flats, 19 x three-bed five-person family flats, 4 x three-bed five-person family maisonettes and 4 x four-bed six-person family maisonettes on Council-owned land.

Proposed Site Plan

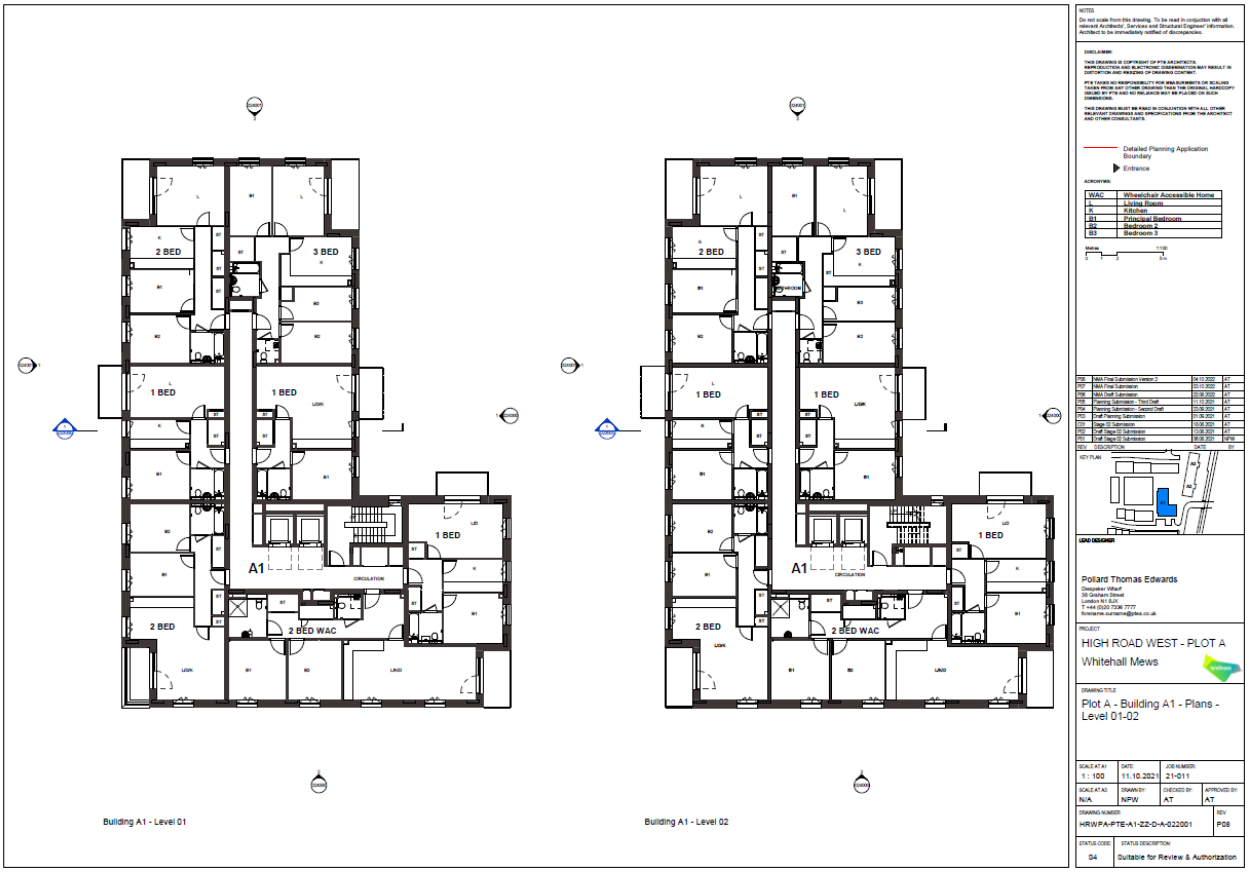


Proposed Floorplans

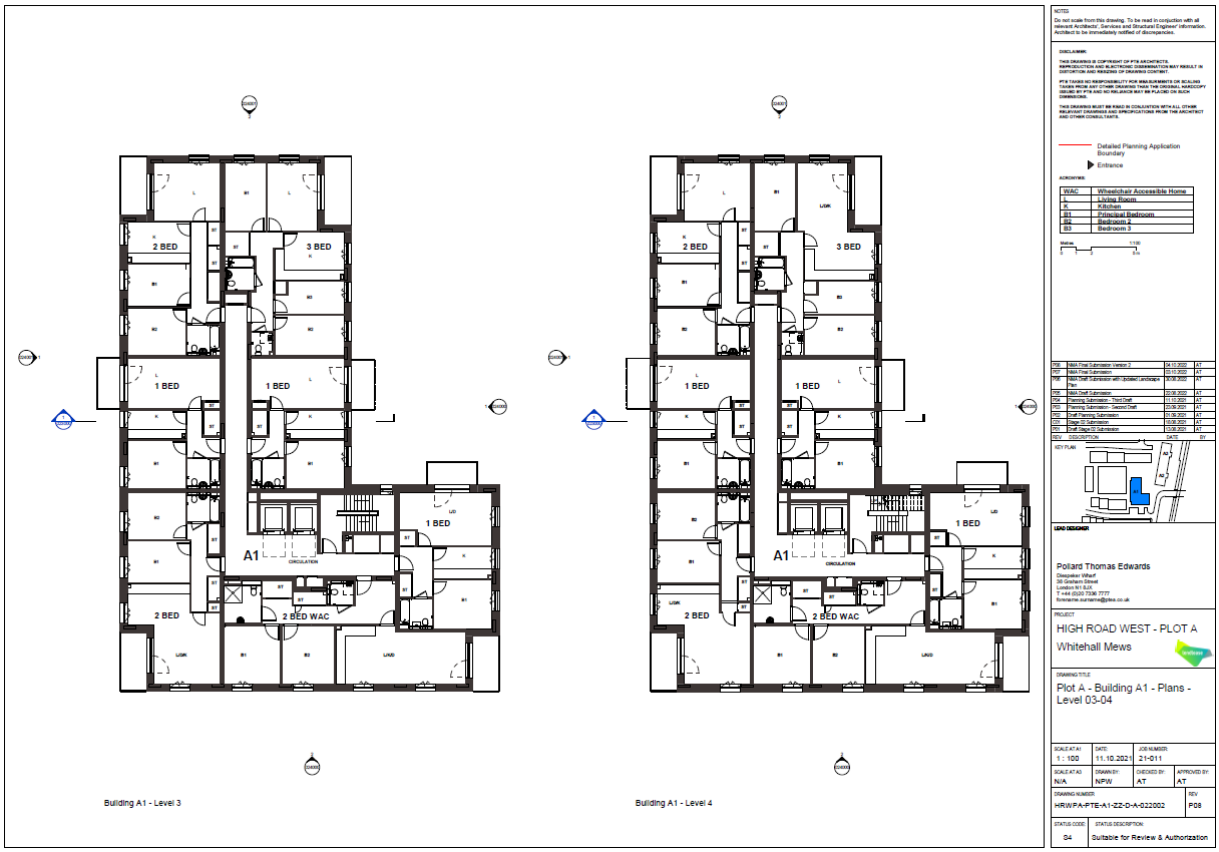
Floorplan – Building A1 Level 0



Floorplan – Building A1 Level 1 & 2

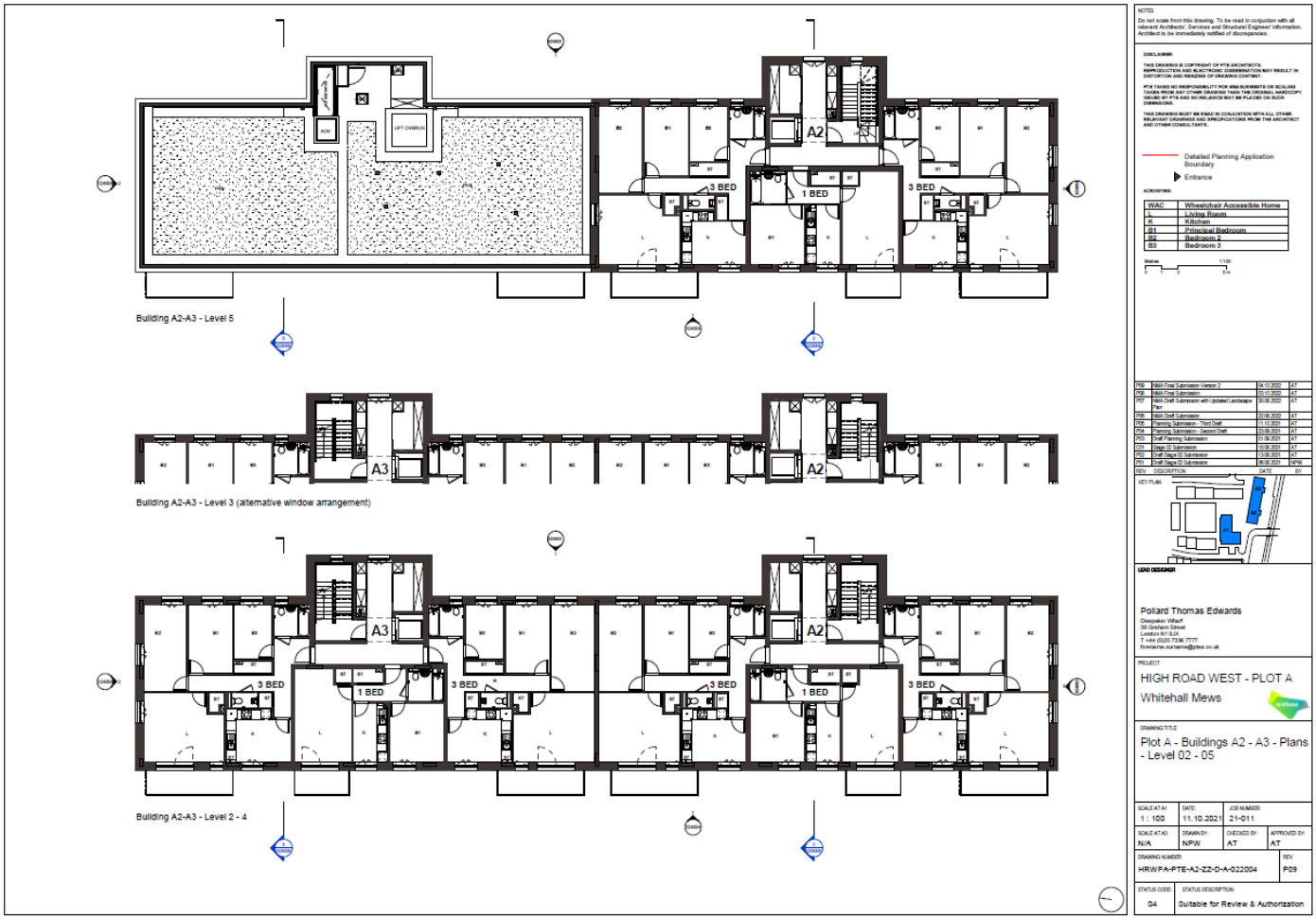


Floorplan – Building A1 Level 3 & 4



Floorplan – Building A2/A3 Level 0 & 1

Floorplan – Building A2/A3 Level 2 to 5



Proposed Views

View 1 – From Whitehall Street

View 2 – From Headcorn Road

Proposed Views

View 3 – From White Hart Lane Station

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Report for: Cabinet – 10 February 2026

Item Number: 19

Title: Policy Update on Schools in Financial Difficulty

Report authorised by: Ann Graham, Director of Children's Services

Lead Officers: Josephine Lyseight, Director of Finance & Deputy s151 Officer, Josephine.lyseight@haringey.gov.uk

Neil Sinclair, Head of Finance
Neil.sinclaire@haringey.gov.uk,

Muhammad Ali, Finance Manager,
Muhammad.ali@haringey.gov.uk,

Ward(s) affected: All

Report for Key/ Non-Key Decision: Key

1. Describe the issue under consideration.

1.1. The Scheme of Financial Regulations and Standing Orders for Schools outlines the financial relationship between the Council and maintained schools within the Borough. The Council is required to maintain an up-to-date and formally agreed Scheme for Financing Schools. The introduction of the spending limit control is necessary to strengthen financial oversight and ensure that schools in financial difficulty do not commit to significant expenditure without prior authorisation.

1.2. Further to the approval of the full Scheme for Financing Schools in December 2024, we now need to incorporate an additional control relating to spending limits for schools in financial difficulty. Specifically, any school in financial difficulty proposing expenditure above £25,000 will be required to seek Council approval before making any final commitment. This requirement will apply to all spending categories, including staffing structure changes, procurements, and any other expenditure exceeding £25,000.

2. Cabinet Member Introduction

2.1. In an environment where financial pressures are increasing across the public sector, it is essential that the controls governing how schools operate and use their delegated budgets are kept fully up to date.

2.2. The attached policy document for Schools in Financial Difficulty refreshes and updates the previous version published by the Council in September 2019. It

reflects current Department for Education (DfE) guidance, as well as changes in the operational environment both within the Council and across schools.

2.3. Once approved by Cabinet, the document will be published on the Council's website, and a copy will be issued to the Head Teacher and Chair of Governors of each school.

3. Recommendations

3.1. Cabinet is asked to:

- **Approve** the revised Scheme of Financial Regulations and Standing Orders for Schools.
- **Approve** the introduction of the £25,000 spending limit control for schools in financial difficulty or schools in Deficit.

4. Reasons for decision

4.1. The Schools in Financial Difficulty policy has not been updated for a considerable period of time. The attached document revises and updates the regulations and standing orders in line with current Department for Education (DfE) guidance. The updated policy will support schools and the Local Authority to work collaboratively to address and reduce structural deficits.

4.2. The role of the Scheme is to set out the financial relationship between the Local Authority and the maintained schools it funds. It describes the requirements relating to financial management and associated processes, and it is binding on both the Local Authority and the schools. The Scheme ensures clarity around responsibilities, decision making, and the standards expected in the management of public funds.

5. Alternative options considered

5.1. No other options considered as preparation and publication of the Scheme for Financing Schools is a statutory requirement with which local authorities must comply.

6. Background information

6.1 The regulations and standing orders set out the controls that schools are expected to maintain, the procedures that should be in place, and the responsibilities of school officers in managing their delegated budgets. These form a core part of the local financial governance framework and provide clarity on expectations for sound financial management.

6.2 The regulations and standing orders were shared with schools and formally considered by the Schools Forum in July 2024, where they were endorsed. The wider Scheme for Financing Schools was subsequently approved by Cabinet in

December 2024. As a result of these approvals, the Council is now required to introduce a specific policy governing how schools in financial difficulty or in deficit must operate.

6.3 Given the financial risks arising from falling school rolls and wider budget pressures, revising and updating the regulations and standing orders is critical to strengthening financial controls and ensuring that both the Council and schools are working within a consistent and robust framework.

6.4 The financial regulations and standing orders will be reviewed and updated annually, with updates shared with Schools Forum for approval. In the event that major changes occur to national regulations or statutory requirements affecting schools, a revised set of financial regulations and standing orders will be brought back to Cabinet for approval.

7. Contribution to strategic outcomes

7.1. Theme 3: Children and young people

- Outcome 2 Happy Childhoods -All children across the borough will be happy and healthy as they grow up, feeling safe and secure in their family networks and communities.
- Outcome 3 Successful Futures - Every young person, whatever their background, has a pathway to success for the future

8. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)

8.1. Finance

There are no direct financial implications arising from this report.

8.2. Strategic Procurement

Strategic Procurement note the contents of this report and confirm there are no procurement related matters preventing Cabinet approving the recommendations stated in paragraph 3 above.

8.3. Director of Legal and Governance (Monitoring Officer)

Section 48 School Standards and Framework Act 1998 (the Act) requires each Local Authority to maintain a scheme dealing with matters concerning the financing of schools maintained by it as prescribed in the statutory framework

consisting of the Act and statutory Regulations and Guidance issued by the Secretary of State.

Approval of the Scheme is an executive function and as such falls within the remit of Cabinet.

Revisions to the scheme is subject to approval of the Schools Forum subject to the consultation of the governing body and head teachers of every school maintained by the Authority.

In accordance with the statutory process for approval the proposed revised Scheme was presented to and approved by the Schools Forum in July 2024.

The Authority is required to publish the revised scheme on a website that is accessible to the public by the date that the revisions are due to come into force together with a statement that the revised scheme comes into force on that date.

8.4. Equalities comments

The Council has a public sector equality duty under the Equalities Act (2010) to have due regard to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

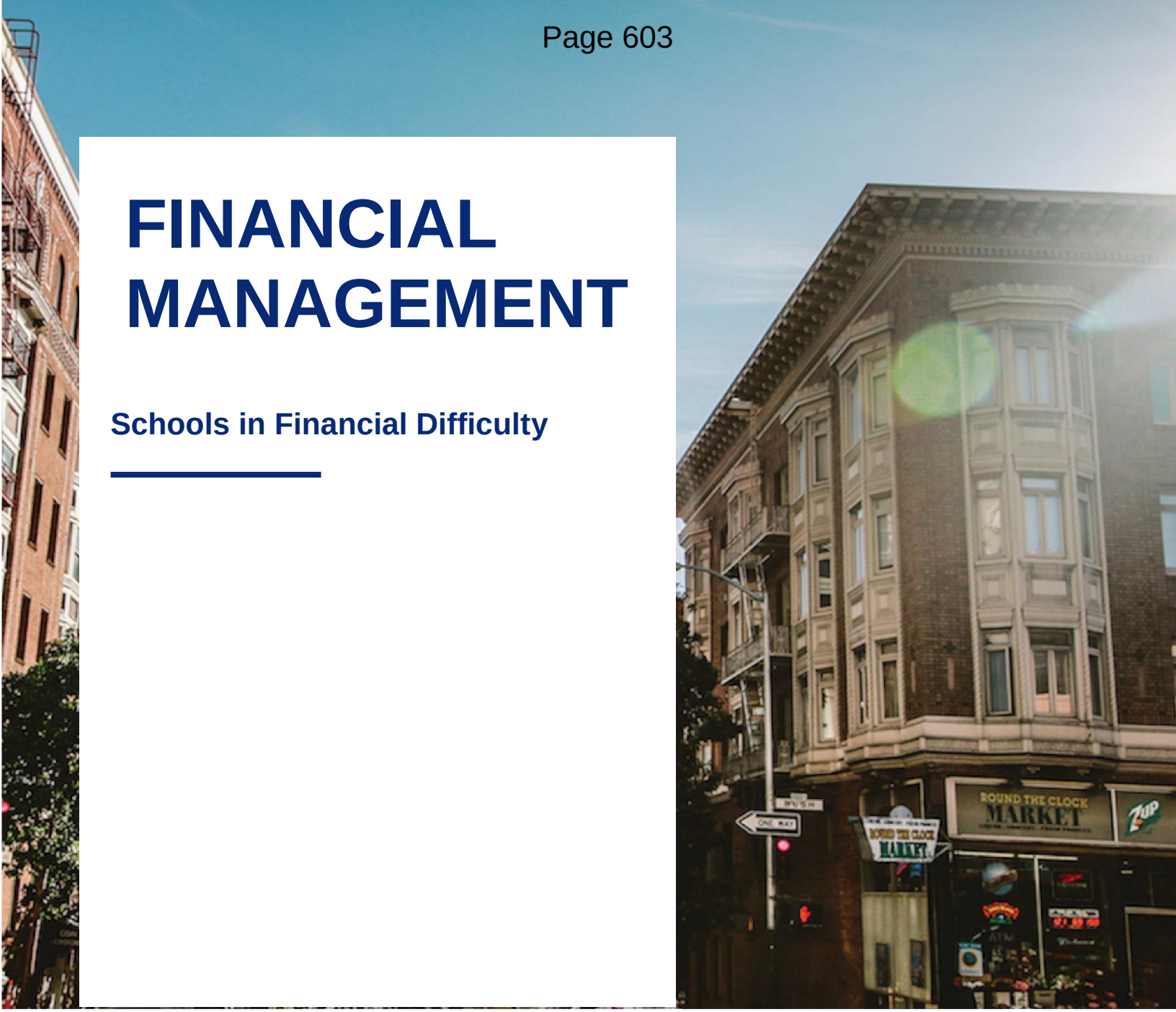
It is not anticipated that any groups with protected characteristics will be impacted by this report specifically as a result of these characteristics

9. Use of Appendices

Appendix 1: Schools in Financial Difficulty – Finance Mannal
Appendix 2: Financial Regulations and Standing Orders for Schools

Background papers

None



FINANCIAL MANAGEMENT

Schools in Financial Difficulty

Authored by: Schools Finance
London Borough of Haringey
Prepared By: Muhammad Ali
Reviewed By: Neil Sinclair
Issue No: January 2026

Haringey LONDON

Schools in Financial Difficulty

Financial difficulty is a condition in which schools cannot generate enough revenue or income and it is unable to meet or cannot pay its financial obligations.

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5.	MONITORING AND ENGAGEMENT	7-8

Notes:
ESFA – Education & Skills funding Agency
DfE – Department for Education
LA – Local Authority
VFM – Value for money

Contact us:
s-SchoolsReturns@haringey.gov.uk

INTRODUCTION

Schools Financial Regulations set out the internal controls and procedures to be followed by schools when school fall into deficit or predicting a deficit budget.

The manual follows the same structure and order as the financial regulations but is designed to give detailed assistance to schools in designing processes to record and demonstrate compliance with regulations.

In any case where conflict is perceived between this manual and the schools' financial regulations then the regulations will apply.

If a school has difficulty in interpreting the regulations or this corresponding financial manual, they should contact Haringey Schools Finance Team.
Sections 45-53 of the School Standards and Framework Act 1998, the annual School Finance (England) Regulations and elements of the Haringey Scheme for Financing Schools also contain regulations supporting this section of the Schools Finance manual

SCHOOLS IN FINANCIAL DIFFICULTY

A school is considered to be in financial difficulty when either of the following conditions applies:

1. The school is planning to end the current financial year with a cumulative deficit.
2. The school is forecasting a cumulative deficit in the current or any future financial year.

While the Schools Financial Regulations require schools to maintain a balanced budget, they also acknowledge that exceptional circumstances may prevent this from being achieved.

Under the Scheme for Financing Schools, schools facing extreme financial challenges may apply for a Licensed Deficit for a maximum period of three years, subject to specific conditions and limitations. A Licensed Deficit is a formal agreement between the school and the Local Authority.

Schools seeking approval to set a Licensed Deficit Budget are required, in accordance with the Scheme for Financing Schools, to subscribe to the Council's Traded Services SLA for HR, Finance, and Payroll.

Identification of Schools in Financial Difficulty

Haringey maintained schools with a cumulative financial deficit exceeding the following thresholds will receive support from the ***Schools in Financial Difficulty*** Group:

- **Primary schools:** £100,000 or 5% of the school's budget
- **Secondary schools:** £200,000 or 3% of the school's budget

The Council has published a detailed **Terms of Reference (FMS7)** **Schools in Financial Difficulty Terms of Reference (ToR),** which applies to all schools in financial difficulty. This document outlines the procedures schools must follow to report and manage the repayment of their cumulative deficits.

1. Schools formally notifying the Haringey School Finance team that it is planning or forecasting a cumulative deficit position.

2. Haringey Council has its own arrangements to monitor schools' budgets based on the reporting requirements in Schools Financial Regulations.

Haringey Council require all schools to manage and monitor their budget effectively and the key to successfully 'Recovering Your Balance' is early identification of potential financial difficulties in your schools. This should then be followed by a medium- and long-term strategy to reduce the deficit over the next financial year.

APPLICATION PROCEDURE

Schools can apply for a Licensed Deficit in writing to Schools Finance with the following documents:

1. A completed application for Licensed Deficit (Appendix A)
2. A 12-month Cash flow forecast (Appendix B)
3. A 3 Year Plan in full Consistent Financial Reporting (CFR) format, showing:
    a. The previous financial year actual
    b. The current financial year budget

   c. Future years budget
4. A comprehensive deficit recovery plan
5. Benchmarking analysis or Income, expenditure, balances and workforce comparison
6. Integrated Curriculum Financial Planning (ICFP) Assessment of the School

If the projected deficit is less than £100k and the school anticipates that they will have a balanced budget within the same financial year, and a deficit recovery plan is not required but monthly financial returns are required.

Working with Schools in Financial Difficulty

The ultimate responsibility for formulating a recovery plan proposal lies with the Head Teacher and the Governing Body of the school. Haringey Council can support schools in financial difficulty. The Council will allocate Schools Consultant/Adviser to help with the recovery plan and identify strategies to reduce their deficit. It is it is vital that the school engages with the LA Finance Team at an early stage in the process.

The school and its advisers should cover the following range of issues.

Step 1: Obtain a clear understanding of why the budget problem has arisen. e.g. is it a result of a single event, or the result of some underlying ongoing situation.	**Step 2:** Are the forecasts of income and expenditure underlying the identified deficit robust?
Step 3: Review government funding and accuracy of your school's data to ensure schools have been allocated accurate funding	**Step 4:** The cost of the structure and implementation of integrated curriculum financial planning to identify surplus capacity
Step 5: Obtain Schools benchmarking data against other similar schools to identify where expenditure patterns differ significantly from others of similar size and profile of needs.	**Step 6:** Review of school's local income generation against targets set. Schools can also increase their income by bidding for various grant that may be available to the school for various activities.
Step 7: Review of pupil with EHCP plan and funding allocated to support children with EHCP plan.	**Step 8:** Review pupil forecast and accuracy of census data submission

The Governing Body should formally consider and endorse the recovery plan prior to submission to the Local Authority for approval.

REPORTING REQUIREMENT FOR SCHOOLS

The school will be required to provide a monthly return to the same standard as the quarterly returns demonstrating action and progress to recover the deficit position until the deficit is resolved.

1. Income and Expenditure report (CFR) format
2. Balance Sheet
3. Bank Reconciliation
4. List of Debtors and Creditors
5. 12 months cash flow forecast

Further reporting guidance for schools

The school will be required to submit following reports on a monthly basis demonstrating action and progress to recover the deficit position until the deficit is resolved.

Reports	Deficit <£25,000	Deficit > £25,000
Income and Expenditure report	**YES**	**YES**
Balance Sheet	**YES**	**YES**
12 Months Cash Flow Forecast	**YES**	**YES**
Bank Reconciliation	**YES**	**YES**
List of Debtors and Creditors	**NO**	**YES**
Control Account Reconciliation	**NO**	**YES**

Processing the application for a License Deficit

Haringey Council implemented procedures to manage and process each application submitted for a Licensed Deficit.

These procedures have been designed to ensure that:

- Applications are reviewed, and amendments agreed with schools, to ensure that only robust achievable recovery plans are approved and put into practice.
- The decision to approve an application is taken without undue delay.
- The process is managed and transparent.

The review process may involve a visit to the school by the LA Finance Team before the school is notified of the results or any further information required for the application.

Council Approval of Hierarchy

A completed application form along with the supporting documents should be submitted to Haringey Council School finance team for an assessment.

Scheme of Delegation	Amount
1. **Head of Finance** 2. **Director, Schools and Learning**	**Up to £500,000**
1. **Director, Schools and Learning,** 2. **Corporate Director of Children's & Services** 3. **Section 151 Officer**	**£500,000 & over**

Electronic versions of application should be emailed to shared inbox at s-SchoolsReturns@haringey.gov.uk

MONITORING AND ENGAGEMENT

Schools experiencing significant reductions in DSG funding and pupil numbers will be required to meet with the group at least twice a year. However, the frequency may increase at the discretion of the group if recovery progress is insufficient.

Council Approval Requirements

Schools that have:

- Requested a licensed deficit,
- Met the above thresholds, or
- Sought approval from the Structure and Scrutiny Panel for a restructuring business case.

School Must obtain Council approval for the following:

1. Changes to staffing structures, including recruitment of agency, fixed term, or permanent staff,
2. Procurement of any contract exceeding £25,000, and
3. Service Level Agreements (SLAs)

School Responsibilities

Schools are responsible for monitoring and reviewing their deficit position and recovery plan. It is a requirement that:

- The Finance Committee includes the recovery plan as a standing agenda item
- Minutes of all Finance Committee meetings are submitted to the LA Finance Team
- Schools adhere to all monitoring commitments made in their licensed deficit applications

Local Authority Oversight

The Local Authority will monitor monthly financial returns and recovery plans. If significant deviations from the recovery plan are identified, the Council may issue a formal Notice of Concern. Continued non-compliance could result in the Withdrawal of Delegation.

Scheme of Financial Regulations & Standing Orders for Schools

DOCUMENT CONTROL

OVERVIEW

This document provides advice, information and guidance for schools for the financial management of delegated funds and other funds obtained by the school for education, teaching and learning and other school activities.

DOCUMENT HISTORY

Version	Date	Author	Description
1.0	May to June 2023	Senior Finance Manager- Schools	Document released to School Finance Team for review, update and comments
1.1	June 2023	LA Schools Finance Team	Updated document issued for review and assurance comments by Internal Audit, HR, Procurement, Legal, Treasury (internal)
1.2	June to November 2023	HR, Heads Service leads. Legal, AD's	Updated document issued internally for review and assurance comments by HR, Procurement, Legal, Treasury, Legal, AD's, heads of service for comments
1.3	February to May 2024	LA Schools Finance Team	Include revisions from draft document circulated internally for Schools' Forum prior to consultation.
1.4	July to August 2024	LA Schools Finance Team	Schools' Forum approval of DRAFT prior to Consultation
1.5	November 2024	Head of Finance	Feedback /changes included
1.6	November 2024	LA Schools Finance Team	For release & publication on Haringey website

RELEASE

This is a managed document. All previous versions of this document are to be considered obsolete and should be deleted.

REVISION SCHEDULE

This document shall be reviewed annually. The next date of review will be 12 months beyond the date of most recent publication, as noted in the document history table above.

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Glossary of Terms

1. Introduction

1.1. The statutory duty of schools is to provide quality educational services within a structured finance plan. The responsibility for the maintenance of accurate records, sound internal controls and financial management on a day-to-day basis is that of the Governing Body and the Head Teacher. The overall responsibility across the local authority (LA) for the stewardship of Public Funds including those held by the schools is the responsibility of the s151 Officer. Maintained Schools (schools managed by the local authority) must therefore adhere to the Local Authority's Model Financial Regulations and other directives that are issued.

1.2. Haringey Council is committed to providing its Schools with clear guidance on managing their finances. The Model Financial Regulations are based on the Government's Schools Financial Value Standard and Haringey Council's constitution.

Purpose of the School Financial Regulation

1.3. In any organisation it is important to have documented procedures as a point of reference to ensure that those responsible carry out their duties in a consistent manner and comply with Statutory and Accounting requirements. The School Financial Regulations allow the s151 Officer to fulfil their responsibility under The Local Government Act 1972 and The Local Government Finance Act 1982.

1.4. The School Financial Regulations provide a framework for Governing Bodies to ensure that their decisions and the conduct of its school ensures:

- Financial Probity and Stewardship
- Value for Money
- Accountability by Schools for their actions
- Protection for all who are involved with the school's finances
- Clarity in the expectations of the schools' conduct

1.5. The Governing Body must review its Financial Regulations annually and ensure that they are fully compliant with recent changes in Accounting Standards, Legislative changes and Chief Finance Officer updates.

Sources of Financial Regulations

1.6. The sources for the Schools Financial Regulations are:

- Schemes of Financing for local authority maintained schools, Schemes for financing schools - GOV.UK
- The Financial Regulation is contained in the constitution of Haringey Council. https://www.haringey.gov.uk/contact/information-requests/publication-scheme/class-2-what-we-spend-and-how-we-spend-it
- CIPFA Code of Practice
- DFE Schools Financial Value Standard (SFVS) Schools financial value standard - GOV.UK

- Financial regulation documents for Schools : Financial Regulations for Schools | Haringey Council

1.7. The basic principles and key controls underlying these regulations are:

- Separation of Duties
- Maintenance of accurate and reliable records
- Clarity in responsibilities and procedures
- Transparency

1.8. Where there is an issue not contained in these regulations, the financial regulations that are in the Council's constitution shall apply.

1.10. **The Funding Framework**

1.10.1. The local authority's (LA's) Scheme for Financing Schools is based on the funding framework which replaces Local Management of Schools and is set out in the legislative provisions in sections 45-53 of the School Standards and Framework Act 1998 ("the Act").

1.10.2. Under this legislation, local authorities determine for themselves the size of their Schools Budget and their non-Schools education budget – although at a minimum a local authority must appropriate its entire Dedicated Schools Grant to their Schools Budget. The categories of expenditure which fall within the two budgets are prescribed under regulations made by the Secretary of State, but included within the two, taken together, is all expenditure, direct and indirect, on a local authority's maintained schools except for capital and certain miscellaneous items. Local authorities may deduct funds from their Schools Budget for purposes specified in regulations made by the Secretary of State under s.45A of the Act (the centrally retained expenditure). The amounts to be deducted for these purposes are decided by the local authority concerned, subject to any limits or conditions (including gaining the approval of their Schools' Forum or the Secretary of State in certain instances) as prescribed by the Secretary of State. The balance of the Schools Budget left after deduction of the centrally retained expenditure is termed the *Individual Schools Budget* (ISB). Expenditure items in the non-schools' education budget must be retained centrally (although earmarked allocations may be made to schools).

1.10.3. Local authorities must distribute the ISB amongst their maintained schools using a formula which accords with regulations made by the Secretary of State, and enables the calculation of a budget share for each maintained school. This budget share is then delegated to the Governing Body of the school concerned, unless the school is a new school which has not yet received a delegated budget, or the right to a delegated budget has been suspended in accordance with s.51 of the Act. The financial controls within which delegation works are set out in a scheme made by the local authority in accordance with s.48 of the Act and regulations made under that section. All proposals to revise the scheme must be approved by the Schools' Forum, though the local authority may apply to the Secretary of State for approval in the event of the Schools' Forum rejecting a proposal or approving it subject to modifications that are not acceptable to the local Authority.

1.10.4. Subject to any provision made by or under the scheme, Governing Bodies of schools

may spend such amounts of their budget shares as they think fit for any purposes of their school* and for any additional purposes prescribed by the Secretary of State in regulations made under s.50 of the Act. (*Section 50 has been amended to provide that amounts spent by a Governing Body on providing community facilities or services under section 27 of the Education Act 2002 are treated as if they were amounts spent for the purposes of the school (s50(3A) of the Act.)

1.10.5. A local authority may suspend a school's right to a delegated budget if the provisions of the local authority's financial scheme (or rules applied by the scheme) have been substantially or persistently breached, or if the budget share has not been managed satisfactorily. A school's right to a delegated budget share may also be suspended for other reasons (schedule17 to the Act).

1.10.6. Each local authority is obliged to publish each year a statement setting out details of its planned Schools Budget and other expenditure on children's services, showing the amounts to be centrally retained and funding delegated to schools. After each financial year the local authority must publish a statement showing out-turn expenditure at both and for each school, and the balances held in respect of each school.

1.10.7. The detailed publication requirements for financial statements are set out in directions issued by the Secretary of State, but each school must receive a copy of each year's budget and out-turn statements so far as they relate to that school or central expenditure.

1.10.8. Regulations also require a local authority to publish their scheme and any revisions to it on a website accessible to the general public by the date that any revisions come into force, together with a statement that the revised scheme comes into force on that date.

1.11. The Role of the Scheme

1.11.1. The role of the scheme sets out the financial relationship between the local authority and the maintained schools which it funds and describes requirements relating to financial management and associated issues, binding both on the local authority and on schools.

1.12. Application of the Scheme to the Local Authority and Maintained Schools

1.12.1. The provision of the scheme applies to all schools maintained by Haringey.

1.12.2. The scheme covers all community, nursery, special, voluntary, foundation (including trust), foundation special schools and pupil referral units (PRUs) maintained by the local authority. It does not apply to Academies [or free schools].

1.13 Publication of the Scheme

1.13.1. The local authority will supply copies to the Governing Body and Head teacher of each school covered by the scheme. The local authority also undertakes to make this document generally available by placing it on its website.

1.13.2. The local authority undertakes to notify each such school of any approved revisions to the scheme. Any revisions will be published on the intranet on the date they are due to come into force.

1.14 Revision of the Scheme

1.14.1. Any proposed revisions to the scheme will be the subject of consultation with the

Governing Body and the Head teacher of every school maintained by the local authority before they are submitted to the Schools' Forum for consideration and approved by Cabinet.

1.14.2. All proposed revisions must be submitted to the Schools' Forum for consideration by members of the forum representing maintained schools.

1.15 Maintenance of Schools

1.15.1. The local authority is responsible for maintaining the schools covered by the scheme and this includes the duty of defraying all the expenses of maintaining them (except in the case of a voluntary aided school where some of the expenses are, by statute, payable by the Governing Body and in the case of a foundation or foundation special school where there is a power but not a duty to meet capital expenditure). Part of the way a local authority maintains schools is through the funding system put in place under s.45 to s.53 of the Standards and Framework Act 1998.

2. Authorised Personnel

2.1. The Governing Body or Management Committee in the structure of the Pupil Referral Unit (PRU) shall establish a Finance Committee from among its membership to which it can delegate certain powers for acting in financial matters, subject to minuted confirmation at a full Governing Body meeting. This will include appointing a knowledgeable and experienced Chair. The Finance Committee shall keep minutes of its proceedings and shall furnish copies of these at or before the first following meeting of the full Governing Body for formal approval. The minutes will contain details of all decisions taken and contain action points and completion dates against specified individuals.

2.2. The Terms of Reference for the Finance Committee and other committees will be reviewed annually by the full Governing Body.

2.3. The Governing Body shall have a scheme of delegation which authorises the Head Teacher, Deputy Head Teacher, School Business Manager and other relevant staff employed at the school to act on its behalf on operational financial matters within the scheme of delegation and Delegation Decision Planner ***(****See Section on Finance and Staffing)*

2.4. In order to comply with best practice the Head Teacher, Deputy Head Teacher and Chairs of Governors and the Finance Committee will not authorise their own claims or expenses documents.

2.5. The following are authorised personnel with roles in financial administration and management to have access to the schools Financial System:

Headteacher
Business Manager
Office Assistant
Finance/Bursar Support

2.6. The Governing Body and the senior staff of the school will ensure that the Governing Body has adequate financial skills among its members to fulfil its role of challenging and supporting in the field of budget management and value for money.

3. Use of Public Funds

3.1. The official funds provided to the school remains the property of the Haringey Council until they are spent or committed. Assets purchased with these funds are also the property of Haringey.

3.2. The official funds provided to the school will be spent with demonstrable probity and in accordance with the Council's policies. The Council has a statutory duty to achieve best value in part through economy and efficiency and effectiveness. Best Value principles will underpin the school's approach to procurement and value for money. This does not necessarily mean procuring the cheapest goods and services available; rather it implies an approach which seeks to find the most appropriate blend of goods and services suitable for local needs having regards to cost.

3.3. The Governing Body will ensure that no governor, employee or related party gains personally from the delegated budget, other than under agreed arrangements such as a contract of employment.

3.4 As the Governing Body is a corporate body and because of the terms of Section 50(7) of the School Standards and Framework (SSAF) Act, the governors of the school will not incur personal liability in the exercise of their power to spend the delegated budget share provided they act 'in good faith'. The Governing body has the power to buy back services directly from the local authority under discretionary and non-discretionary services and these services are available from local authority, as part of traded services. An example of an act not done in good faith is fraud or expenditure that is authorised to be spent in a way that does not comply with the scheme of finance in schools.

3.5 To help achieve value for money the Governing Body will be aware that schools working together may have greater opportunity to generate efficiencies, as they can pool funding, purchase services jointly and share staff, functions, facilities and technology across sites. Collaboration can also help schools raise standards and maintain local provision. The Governing Body will decide whether they wish to collaborate and in doing so ensure that the school complies with the guidance as issued by the DfE at:
School resource management: top 10 planning checks for governors - GOV.UK (www.gov.uk) Governance in federations - GOV.UK (www.gov.uk)

4. Financial Probity

4.1. The Governing Body has a strategic role in the financial management of the school and therefore its key responsibilities include:

i) Setting financial priorities through the School Improvement Plan (SIP) and the annual budget.

ii) Deciding on how the school's delegated budget should be spent, in accordance with their SIP and the statutory curriculum requirements laid down by government.

iii) Approving and monitoring the annual budget.

iv) Ensuring the budget is managed effectively.

v) Ensuring the School meets all its statutory obligations and, through the Head

Teacher, complies with the Local Authority's Financial Regulations and Standing Orders.

vi) Approving virement and expenditure thresholds.

vii) Holding the Head Teacher/ school senior leadership team to account for expenditure/ spending decisions.

viii) Determining the level of responsibility to be delegated to the Head Teacher and the financial limits of this delegated authority.

ix) Overseeing the validity and appropriateness of expenditure and spending decisions and that they are within the delegated levels of responsibility.

x) Ensuring that any grant from the LA is only used for the purpose prescribed.

xi) Providing such information as the Local Authority or Secretary of State may require.

4.2. Deliberate incorrect entries or omissions in the school records are a serious matter. Special care will be taken with timesheets or other claim forms that generate payments.

4.3. If any member of staff becomes aware of any deliberate act in breach of any of the requirements of these Financial Regulations, or the regulations or requirements of Haringey Council where these apply, they will immediately report the same to the Head Teacher or Governing Body. The school will ensure it has appropriate procedures in place for whistleblowing, including making sure that all staff are aware to whom they can report their concerns and the way in which such concerns will be treated. The Governing Body minutes will record that whistleblowing arrangements are in place. There is also the Council's Whistle Blowing procedure that can be followed Whistleblowing Policy

4.4. It is the responsibility of the Governing Body and the Head Teacher to notify the Head of Audit and Risk Management or the Chief of Finance of any deliberate breach of the financial regulations.

4.5. All employees of the School and Governors will declare any interest from which they or their immediate families may make financial gain; in any way have an interest; or in which there is any other form of conflict of interest. Governors and Head Teachers will be aware of the Council's Code of Conduct for Employees Employee Code of Conduct 2019 - revised March 2023

4.6 All school staff should be required to complete the **Public Ethics – Declaration of Interest form**. The Governing Body will be required to give agreement to staff to engage in works outside the school. All forms should be held as part of the employment records by the school.

4.7 **Charging of Salaries at Actual Cost**

4.7.1 Where a school hasn't elected to administer their own staff salaries via external payroll providers: the local authority will charge salaries of school-based staff to school budget shares at actual cost.

4.8 **Circumstances in which expenditure will not be met by the council**

4.8.1. Where premature retirement costs have been incurred without the prior written agreement of the local authority to bear such costs (the amount chargeable being only the excess over any amount agreed by the local authority).

4.8.2. Other expenditure incurred to secure resignations where the school had not followed local authority advice.

4.8.3. Awards by courts and employment tribunals against the local authority or out of court settlements, arising from action or inaction by the Governing Body contrary to local authority advice. Awards may sometimes be against the Governing Body directly and would fall to be met from the budget share. Where the authority is joined with the Governing Body in the action and has expenditure as a result of the Governing Body not taking local authority advice, the charging of the budget share with the local authority expenditure protects the local authority's position.

4.8.4 Correction of local authority errors in calculating charges to a budget share (e.g. pension deductions).

4.8.5. Additional transport costs incurred by the local authority arising from decisions by the Governing Body on the length of the school day, and failure to notify the local authority of non-pupil days resulting in unnecessary transport costs.

4.8.6. Legal costs, which the local authority incurs because the Governing Body did not accept the advice of the local authority (See also section 4.14).

4.8.7. Cost of work done in respect of teacher pension remittance and records for schools using non-local authority payroll contractors, the charge to be the minimum needed to meet the cost of the local authority’s compliance with its statutory obligations.

4.8.8. Costs incurred by the local authority in securing provision specified in an Education, Health and Care Plan (EHCP) where the Governing Body of a school fails to secure such provision despite the delegation of funds in respect of low-cost high incidence SEN and/or specific funding for a pupil with High Needs.

4.8.9. Costs incurred by the local authority due to submission by the school of incorrect data.

4.8.10. Recovery of amounts spent from specific grants on ineligible purposes.

4.8.11. Costs incurred by the local authority as a result of the Governing Body being in breach of the terms of a contract.

4.8.12. Costs incurred by the local authority or another school as a result of a school withdrawing from a cluster arrangement, for example where this has funded staff providing services across the cluster.

4.8.13. Costs incurred by the local authority in administering admissions appeals, where the local authority is the admissions authority and the funding for admission appeals has been delegated to all schools as part of their formula allocation.

4.8.14. Recovery of an unpaid loan under an agreed local authority loan scheme.

4.9. Provision of Services and Facilities by the Local Authority

4.9.1**. Provision of Services from Centrally Retained Budgets**

4.9.2. The scheme provides for the local authority to have the right to determine on what basis it will provide services from centrally retained funds to schools. This includes Premature Retirement Compensation (PRC) and redundancy payments, where appropriate. For further guidance on Responsibility for Redundancy and Early Retirement Costs please refer to 4.13.

4.9.3 The local authority will not discriminate in its provision of services to schools on the basis of their category except in circumstances where (a) funding has been delegated to some schools only or (b) such discrimination is justified by differences in statutory duties.

4.10 Provision of Services Brought Back from the Local Authority Using Delegated Budgets

4.10.1. The scheme provides for the term of any agreement between the local authority and a school to buy services or facilities from the local authority to be limited to a maximum period of three years in the first instance with a maximum of five years for subsequent provision of the same service. However, the local authority may extend schemes to seven years for contracts for supply of catering services.

4.10.2. It is a requirement of the scheme that any service which the local authority is providing on a buyback basis be offered in a way which does not unreasonably restrict schools' freedom of choice among the services available; and where practicable, this will include provision on a service-by-service basis as well as in packages of services.

4.10.3. Pricing of services - When a service is provided for which expenditure is not retainable centrally by the local authority under the regulations made under section 45A of the Act, it will be offered at prices which are intended to generate income which is no less than the cost of providing those services.

4.11. Service Level Agreements

4.11.1. The scheme provides that where services or facilities are provided under a service level agreement (whether free or on a buyback service), the terms of such an agreement starting on or after the date of the inception of the scheme, be reviewed at least every three years, if the agreement lasts longer than that period.

4.11.2. The scheme provides for such services or facilities offered by the local authority to be available on a basis, which is not related to an extended agreement, as well as on the basis of such agreements.

4.11.3. The scheme provides that where services or facilities are provided on an ad hoc basis, charges may be made at a rate different from that used for an extended agreement.

4.11.5. The scheme provides that the service level agreement must be in place by 1 March, to be effective for the following financial year. In addition, schools must have at least a month to consider the terms of the agreements.

4.11.6. The Scheme excludes centrally arranged premises and liability insurance from these requirements as to service supply, as the limitations envisaged may be impracticable for insurance purposes.

4.12 Right of Attendance for Assistant Director Schools and Learning

4.12.1 Governing Bodies must permit the Assistant Director (AD) Schools and Learning, or any Officer nominated by the AD Schools and Learning, to attend meetings of the Governing Body at which any agenda items are relevant to the exercise of his/her responsibilities. The AD Schools and Learning will give prior notice of such attendance unless impracticable to do so.

4.13 Redundancy and Early Retirement Costs

4.13.1 Responsibility for redundancy and early retirement costs, as Section 37 of the 2002 sets out how premature retirement costs should normally be funded

Education Act says:

"(4) costs incurred by the local education authority in respect of any premature retirement of a member of the staff of a maintained school shall be met from the school's budget share for one or more financial years except in so far as the authority agree with the governing body in writing (whether before or after the retirement occurs) that they shall not be so met.

(5) costs incurred by the local education authority in respect of the dismissal, or for the purpose of securing the resignation, of any member of the staff of a maintained school shall not be met from the school's budget share for any financial year except in so far as the authority have good reason for deducting those costs, or any part of those costs, from that share.

(6) The fact that the local authority has a policy precluding dismissal of their employees by reason of redundancy is not to be regarded as a good reason for the purposes of subsection (5); and in this subsection the reference to dismissal by reason of redundancy shall be read in accordance with section 139 of the Employment Rights Act 1996 (c. 18)."

The default position, therefore, is that premature retirement costs must be charged to the school's delegated budget, while redundancy costs must be charged to the local authority budget.

In the former case, the local authority has to agree otherwise for costs to be centrally funded, while in the latter case, there has to be a good reason for it not to be centrally funded, and that cannot include having no redundancy policy

4.13.2 The exception to the above, Haringey Council will not fund redundancy costs under the following circumstances, in line with DFE guidance:

- If the school is making staffing reductions which the LA does not believe are necessary to either set a balanced budget or meet the conditions of a licensed deficit;
- If the staffing reductions arise from a deficit caused by factors within the school's control;
- If the school has a surplus balance with no agreed plan for its use;
- If the school has refused to engage with the LA's redeployment policy;
- If the school is acting outside the LA's policy and does not act on LA advice given;
- If the school has decided to offer more generous terms than the authority's policy, the LA will not fund the excess.

Further guidance is provided at Annex A. (see attached)

4.14 Responsibility for Legal Costs

4.14.1. Legal costs incurred by the Governing Body, although the responsibility of the local authority as part of the cost of maintaining the school unless they relate to the statutory responsibility of voluntary aided school governors for buildings, may be charged to the school's budget share unless the Governing Body acts in accordance with the advice of the local authority.

4.14.2. The costs referred to are those of legal actions, including costs awarded against a local authority: not the cost of legal advice provided.

4.14.3. Where there is a potential conflict of interest, problems could arise for the local authority and the Governing Body in obtaining proper legal advice. In this situation, the local authority should be consulted and the Governing Body should consider obtaining independent legal advice.

5. Register of Business Interests

5.1. The Governing Body is responsible for establishing a register that lists for each member of the Governing body, the Head Teacher and staff, and any business interests they have. Disclosures of interests should include not only interests of individual governors and staff, but also interests of relatives, personal associates or any other person known to the Governor or member of staff who may exert influence.

5.2. An opportunity should be provided at each meeting of the Governing Body or its committees for potential conflicts of interest to be declared and recorded.

5.3. At the first meeting of the Governing Body in the new academic year all governors must make a declaration of interests. Declarations are to be made in writing.

5.4. A Governor or any other person attending a meeting of the Governing Body, or one of its committees, must disclose his or her interest, withdraw from the meeting and not vote on the matter in question.

5.5. The Register of Interests will be maintained by the clerk to the Governing Body electronically, with the signed Declaration of Interests forms held in a suitable binder/file in the school.

5.6. If a written/printed document or a computer database is used it must contain all information provided in the Declaration of Interests forms.

5.7. The Head Teacher is responsible for ensuring that the Register of Interests should be available to authorised officers of the local authority and all Governors and Parents.

5.8. Governors must declare to the governing body any interests arising after making their annual declaration and must complete and submit a further declaration of Interest form.

5.9. The Governing Body and Head Teacher are responsible for annually reviewing "The Register of Declaration of Interest" (prior to which a reminder will be sent to all staff and Governors to declare any interest).

5.10. A pecuniary interest includes an interest in a contract or a proposed contract where:

i) A relevant person was nominated or appointed to office by a person with whom the contract was made or is proposed to be made.

ii) A person is deemed to have an interest if they are business partner of a person with the person to whom the contact has been awarded to.

5.11. A person is deemed to have an interest if a relative (spouse, civil partner, parent and child) has applied to undertake work or contract within the school.

5.12 A specimen of Governors Declaration of Interest form can be found in Appendix 2: Registration and declaration of interests - GOV.UK (www.gov.uk)

6. The Register of Receipt of Hospitality, Gifts and Other Favours

6.1. Governors and Staff must be made aware of the requirements of Bribery Act 2010 and encouraged to report instances of undue generosity by applicants for services/grants and contracts.

6.2. All new staff must be made aware of the School Financial Regulations as part of the school's starter/induction pack.

6.3. Governors and staff will be on their guard against accepting any payments or inducements that may be construed as being an inducement to perform or not perform any act, and note also, that the recipient does not have to benefit personally from the inducement.

6.4. Care will be taken in dealing with all people and organisations with which the school has relationships either by statute or commercially, including voluntary organisations. In respect of the latter, members and officers will ensure that they satisfy themselves of the structure of the organisation and that the person with whom they are dealing has produced a letter or other authority confirming they speak for that organisation.

6.5. For reasons above it becomes more important for the school to maintain a "Register of Hospitality, Gifts and other Favours received" and to record hospitality or the offer of gifts or other favours in the "Register of Receipt of Hospitality, Gifts or Other Favours" and consider refusal in certain circumstances.

6.6. As a general rule, wherever possible, gifts and hospitality offered to Governors or staff, other than those gifts, of small value, traditionally given to staff by children, will be declined. However, if it is deemed appropriate to accept items, a "Register of Receipt of Hospitality, Gifts or Other Favours" shall be maintained.

6.7. Acceptance of any gift or hospitality, except those of small value detailed above, shall be approved by the Governing Body/Finance Committee and minuted. The Register shall state the reason why the offer was accepted.

6.8. The Governing Body will review the "Register of Receipt of Hospitality, Gifts or Other Favours" to see if any one officer or organisation is engaging in a disproportionate amount of hospitality.

6.9. The "Register of Receipt of Hospitality, Gifts and Other Favours" shall be available for inspection by the Authority and any parent of a child at the school.

6.10. Governors should be aware of the Council's Anti-Fraud and Corruption Policy Statement Fraud and Corruption | Haringey Council

7. Notice of Concern

7.1. The local authority may issue a Notice of concern to the Governing Body of any school it maintains where, in the opinion of the Chief Finance Officer and the Assistant Director, Schools and Learning, the school has failed to comply with any provisions of the scheme, or where actions need to be taken to safeguard the financial position of the local authority or the School.

7.2. Such a notice will set out the reasons and evidence for it being made and may place on the governing body restrictions, limitations or prohibitions in relation to the management of funds delegated to it.

7.3. These may include:

i) Insisting that relevant staff undertake appropriate training to address any identified weaknesses in the financial management of the school.

ii) Insisting that an appropriately trained/qualified person chairs the finance committee of the governing body.

iii) Placing more stringent restrictions or conditions on the day-to-day financial management of a school than the scheme requires for all schools – such as the provision of monthly accounts to the local authority.

iv) Insisting on regular financial monitoring meetings at the school attended by local authority officers.

v) Requiring a Governing Body to buy into a local authority's financial management systems; human resources and payroll.

vi) Imposing restrictions or limitations on the manner in which a school manages extended school activity funded from within its delegated budget share – for example by requiring a school to submit income projections and/or financial monitoring reports on such activities.

7.4. The notice will clearly state what these requirements are and the way in which and the time by which such requirements must be complied with in order for the notice to be withdrawn. It will also state the actions that the authority may take where the Governing Body does not comply with the notice.

8. Suspension of Financial Delegation

8.1. Governing Bodies and Head Teachers are required to manage their delegated budgets with due propriety and to the standards of stewardship required for public money. If they fail to do so the local authority will be entitled to take the following action:

i) Give advice.

ii) Issue warnings.

iii) Take other direct remedial action in accordance with the Scheme for Financing

Schools.

iv) The local authority will consider the Suspension of a Governing Body's right to a delegated budget where:

a. There is evidence of substantial or persistent failure to comply with any requirements applicable under the Scheme for Financing Schools.
b. There is evidence of financial mismanagement, where the Governing Body is not managing the appropriation or expenditure of the sum put at their disposal for the purposes of the school in a satisfactory manner.
c. There has been mismanagement of the educational affairs of the school.
d. Appropriate reporting to the Department of Education (DfE)
e. .

Where delegation is withdrawn, the following conditions will apply:

8.2. The local authority will give at least one month's notice of the suspension to the Governing Body and the Head Teacher.

8.3. The local authority may withdraw delegation before the expiry of the period of notice in an emergency situation but must provide immediate written notification and justification of the action to the Secretary of State.

8.4. The Governing Body has a right of appeal to the Secretary of State against withdrawal of delegation where the grounds are either failure to comply with the Scheme or financial mismanagement, but not in the case of mismanagement of the educational affairs of the school.

Furthermore:

8.5. Where a school has been the subject of an inspection which identified the school as being in need of special measures, the local authority is empowered to suspend the governing body's right to a delegated budget subject to conditions specified in section 17 of the School Standards and Framework Act 1998.

8.6. Schools will continue to have limited delegation as laid down in para.4 of schedule 15 to that Act.

8.7. The local authority will be responsible for ensuring that the school budget is not overspent. A limit on a school's authority to incur expenditure and other financial processes to be followed will be set down in a School specific agreement document produced by the local authority.

8.8. The document will define the roles and responsibilities of both School based staff and the designated local authority officers.

9. Schools Financial Value Standard (SFVS)

Explanatory Notes: *All local authority maintained schools (including nursery schools and Pupil Referral Units (PRUs) that have a delegated budget must demonstrate compliance with the*

Schools Financial Value Standard (SFVS) and complete the assessment form on an annual basis. The SFVS template can be found at the link below:
https://www.gov.uk/government/publications/schools-financial-value-standard-sfvs

9.1. Governors must demonstrate compliance through the submission of the SFVS assessment form signed by the Chair of Governors. The form must include a summary of remedial actions with a clear timetable, ensuring that each action has a specified deadline and an agreed owner.

9.2. The Governing Body is responsible for the submission of the SFVS form to the local authority before 31 March.

10. School Improvement Plan

Explanatory Note: *The School Improvement Plan (Sometimes referred to as School Development Plan) is a high-level strategic planning document covering all the school's activities over a period of three or four years. The development and implementation of the school's development plan will be an integral part of the school's management and governance.*

10.1. The Annual Budget will be linked effectively to the School Development Plan in order to ensure that the resources available to the school are targeted effectively and efficiently in order to maintain the quality of education and improve standards.

11. Budget Management – Budget Planning

Explanatory Notes: *Budget Management allows every organisation to ensure that resources are allocated and are used for the purpose that they were intended for and that resources are properly accounted for. Budget Management comprises two key elements: Budget Planning and Budget Monitoring. In Haringey budget planning is undertaken over a three-year cycle. The budget is set for the financial period 1 April to 31 March.*

11.1. In accordance with the Schools Framework Act Governing Bodies are responsible for setting their own budgets and reporting these annually to the local authority for approval. In setting School budgets, Governing bodies should give consideration to; reserves; capital projects; expected changes in legislation e.g., National Funding Formula; local policy changes e.g., Single Status and their School Improvement Plan.

11.2. In setting the annual budget the Governing Body is responsible for ensuring that: -

i) The budget is submitted to the local authority using the required Ratified Budget Template and the coding structure prescribed by the Department of Education in the Consistent Financial Framework (CFR) codes.

Consistent financial reporting (CFR) framework - GOV.UK (www.gov.uk)

ii) The budget should include anticipated income from delegated budget shares and other income and the estimated expenditure required to perform the activities planned to achieve the outcomes set out in the School Improvement Plan.

iii) The total Income should include the brought forward balances from the previous

year. Where there is a deficit from the previous year, this should be deducted from the total resources available.

iv) All estimates of expenditure should be based on informed opinion taking account of changes in level of provision, inflation, price changes and pay awards.

v) The summary Budget, signed and dated by both the Head Teacher and the Chair of Governors is sent to the local authority –Schools Finance Team: s-schools.returns@haringey.gov.uk by 31 May each financial year.

vi) The minutes of the Finance Committee and full Governing Body meetings clearly set out the discussions held and the key issues facing the school and actions agreed. These may be requested by the local authority.

11.3. The Haringey Schools Finance Team will advise each School when their budgets have been approved or if further consideration is required.

Budget Management - Deficit Budget

Explanatory Notes: *A deficit budget is one where the total income for the new financial year and the brought forward reserves are insufficient to meet planned expenditure for that year. A Governing Body* ***does not*** *have the power to ratify a deficit budget.*

As directed by the Secretary of State as part of a Scheme of Financing from 2022-2023 must be included within the Scheme of Financing. "…schools must submit a recovery plan to the local authority when their revenue deficit rises above 5% as at 31st March 2023…"

11.4. If a Governing Body takes the decision to set a deficit budget it must send all relevant papers to the Assistant Director, Schools and Learning, and Schools Finance Team. The relevant papers must include the reasons for the deficit and a recovery plan to address the deficit over 3 years maximum.

11.5. A Deficit Budget meeting will be held with school representatives and local authority representatives to discuss a planned recovery plan and the local authority may request additional information in support. Additional monitoring meetings may be requested by the local authority for the duration of the deficit budget and as part of setting a Licensed Deficit.

11.6. The local authority may recommend and or imply both Finance support and HR support purchased via a Service Level Agreement in support of the Deficit Recovery plan and the school uses the local authority payroll system due to cashflow difficulties, if an outside provider is used.

11.7. The Governing Body may also need to request a loan from the local authority. The Governing body is responsible for agreeing the cash flow forecast covering the initial loan and its repayment. A loan agreement will be administered and signed by the Chair of Governors, Headteacher, S151 Officer and Legal services. Any Loan from the local authority may attract a cost of bank rate plus 2% interest each year on the balance outstanding. Approval of any loan will be both S151 Officer and Assistant Director – Schools and Learning. A loan cannot be used to fund a deficit that has arisen because a school's recurrent costs exceed its current income.

11.8. The local authority can reject the deficit and request the Governing Body to review its position. The failure of the Governing Body to review the position may result in the local

authority issuing a Notice of Concern which could result in withdrawal of delegation.

11.10 The local authority cannot under any circumstances write off a deficit. Only in an exceptional situation for example school closure or academisation the local authority will not agree to a recovery timetable of more than three years.

11.11 The Governing Body must adhere to any recovery plan agreed with the authority, and contact the local authority's Schools Finance Team if it appears any milestone cannot be met.

Benchmarking

Explanatory Notes: *Benchmarking will be part of the school's strategic financial planning to allocate resources to maximise pupil performance. By using it to focus on improvement it will be a powerful tool to highlight opportunities for change.*

- Following the Schools Closure of Accounts and the submission of DFE annual Schools Consistent Financial Reports (CFR), the financial data for a School can be viewed and compared with other schools. The DfE's CFR Benchmarking site is:

Schools Financial Benchmarking - GOV.UK (schools-financial-benchmarking.service.gov.uk)

- The benefits of benchmarking include:
  - Allowing the School to focus on planning and managing the budget.
  - Identifying areas for improvement (for example is agency spend high and why?).
  - Setting targets for improvement.
  - Achieving Best Value.

- The Governing Body is responsible for ensuring it can demonstrate its expenditure is reasonable when compared with other similar Schools. It should regularly request Bench Marking reports and take action to investigate where data is identified to be over or under compared to similar Schools.

12. Budgetary Control and Monitoring

Explanatory Note: *The second part to Budget Management is Budget Monitoring. The Business Manager and Head Teacher will report on the progress of the school's financial management, reporting, explaining and addressing any significant variances to the budget plan. Budget Monitoring should allow the Governing body to hold the Head Teacher and other delegated officers accountable for income and expenditure.*

12.1. A useful aid to Budget Management is the use of bench marking data; for example, how much does the school spend on teaching supply cost per pupil compared to its neighbouring Schools?

12.2. The local authority and its schools are required to undertake regular (ideally monthly) financial budget monitoring based on data that has been reconciled to the bank statement (and bank reconciliations should be independently reviewed / signed off and retained on file). Haringey undertakes monthly budget monitoring of its accounts, and it is recommended that schools do the same, however schools are only required to submit quarterly budget monitoring reports for inspection to Schools Finance Team. The financial information submitted by schools is

essential as it has shown that schools that fail to submit prompt budget monitoring often go on to incur deficits and face other financial difficulties.

12.3. School Business Managers/ Bursars are also required to produce at least half termly monitoring reports for the Head Teacher for internal use.

12.4 Budget Monitoring is the process of:

- Comparing actual income and expenditure against planned income and expenditure and explaining variances.
- Assessing the significance of such variations for the successful implementation of the School Improvement Plan.
- Identifying if the school is going into deficit or excess surplus.
- Execution of remedial action required to bring the budget into balance.

12.5 The Governing Body is responsible for ensuring that: -

i) It receives quarterly budget monitoring returns as of 30th June, 30th September, 31 December, 31st March.

ii) Changes to the budget during the year by virement will be reported and approved in line with the school's scheme of delegation.

12.6 The Governing Body of schools in financial difficulty, who have successfully applied for a licensed deficit, will be required to submit more frequent returns (monthly returns) in order that milestones are monitored. The precise requirement for each school will be included in their loan agreement.

12.7 Schools are responsible for significant amounts of public money and as part of accountability are required to submit information to the local authority for monitoring purposes. Monitoring information is required as part of the terms of the School Standards and Framework Act 1998 and is set out in the Local Scheme for Financing Schools.

13 Annual Statutory Closure of Accounts for Public Accountability

Explanatory Note: *The Accounts and Audit Regulations for England and Wales require every local authority to report its first draft of audited statement of accounts to its Audit Committee by 31 May. The local authority's External Auditors will examine the local authority's records and systems with a view to presenting their findings in a report to the Audit Committee by 30 September.*

13.1 Schools maintain their own financial records and systems but are required to make submissions to the local authority annually so that the local authority records can be updated for the Income & Expenditure, Cash, Bank, Creditors, Debtors and Reserves recorded locally by schools. The purpose of this is to consolidate these into the local authority accounts. As part of this process, schools records and systems are subject to external audit scrutiny as part of the preparation and reporting of the Statutory Statement of Accounts.

13.1 New accounting and audit requirements are always arising and schools will need to meet these.

13.2 The local authority will appoint external auditors to give an opinion of its Statement of Accounts. The appointment is usually for a period of three years. To give this assurance the auditors will undertake preliminary audits in February/March to ensure prior year recommendations have been implemented, closedown procedures are in place, changes in legislation have been implemented, controls and checks on payroll, bank accounts and asset registers are in place. Schools could be contacted and will be required to provide evidence within 5 working days of the request.

13.3 The Final Audit and review of the local authority accounts takes place in July and all working papers must be supplied to Corporate Finance as outlined within the annual closedown guidance. The local authority's Auditors will request a list of working paper requirements in advance for this audit. Where possible the working papers should be in electronic format. Where further supplementary working papers or sample invoices, payslips, copies of contracts, leasing agreements etc. are requested from schools, the information must be provided within 5 working days of receiving the request.

13.4 The External Auditors are also required to give assurances in relation to the Teachers Pensions End of Year Certificate. All school external payroll providers are required to submit an assurance certificate from their external auditors to confirm that pension contributions have been deducted in line with regulations. Schools may be asked to provide sample payslips or opt-out forms as part of this audit.

13.5 In order to support the Chief Finance Officer in meeting the local authority's responsibilities in fulfilling its Public Accountability and Statutory Reporting of Final Accounts the following section sets out what will be required of schools.

The Governing Body is responsible for ensuring that their school submits the following Revenue and Capital financial records and reports prepared in accordance with the prescribed accounting policies and year-end procedures within the statutory timetable set by the local authority.

i) CFR report
ii) Income and Expenditure (Revenue and Capital).
iii) School Summary Outturn (electronic & signed hard copy).
iv) Trial Balance as of 31 March.
v) Balances & Reserves Report.
vi) Bank Statement as of 31 March.
vii) Unreconciled Listings as of 31 March.
viii) Bank Reconciliation
ix) System Bank Reconciliation Report as of 31 March.
x) Detail list of Liabilities (income and expenditure Revenue and Capital).
xi) Final Capital Submission Report.
xii) Payroll analytical Report.
xiii) Headteachers Salary
xiv) Schedule of Lease Agreements
xv) Details of contingent liabilities
xvi) Stock return (if applicable)
xvii) Close relative(s) of the SLT has been employed

13.6 In addition to the standard returns schools may also be required to supply additional information as part of closure of the accounts including responding to external audit requests i.e. Full-time equivalent of Agency Staff, aged debtors' reports, banking details etc.

13.7 The Governing Body is responsible for ensuring that:

i) The school will take steps during the course of the year to ensure that its records are reliable and accurate.

ii) Where goods and services have been received, or income is due, on or before 31 March, but no invoice and payment has been received those liabilities (accruals) are raised in the account.

13.8 The Governing Body will review and approve the financial outturn statement, ensuring that the year-end outturn is in line with the most recent projections. If not, the Governing Body will require an explanation of any significant variation before signing the outturn.

13.9 The Governing Body will ensure that the closing balances for the outturn are the same as the opening balances for the next reporting year.

13.10 The Governing Body is responsible for ensuring that if errors are found on the school's outturn after the final submission to the local authority, the school will treat these as prior year adjustment in the new financial year.

Explanatory Note*: Schools Outturn Report for the DFE- Consistent Financial Reporting CFR. The DFE requires all schools via the local authority to submit their outturn CFR records by the end of June each year. The local authority Schools Finance team will check the records of each school prior to the automated upload.*

The CFR records are useful sources of data allowing the DFE, schools and other bodies to analyse a school's use of resources. Schools need to ensure that the closing balances on CFR report match that of the final accounts submission to the local authority.

14 Financial Records and Accounting System

Explanatory Note*: Financial records are important as they form the bases of all financial accounts and reporting. Financial records will be examined and reviewed by a number of organisations and officers. The school must ensure it maintains accurate records that are available for scrutiny and challenge if required. The Section 151 officer and the Chief Internal Auditor does examine school accounts as part of the preparation of Annual Statement of accounts (Recording Actual spend for the year) and Use of Grants, Pension, VAT, Tax and NI returns. The Governing Body will ensure that the school has sound records and accounting systems that are properly run and deliver accurate reports, including the annual Consistent Financial Reporting return.*

14.1 Where a School relies on a third party to provide it with financial information for example, salary, tax, NI and Pensions such as an external payroll service, the school

is responsible for ensuring that it can place reliance on the records supplied. The school is required to request a Statement of Assurance from the auditors of their external payroll provider. See section 29 on Salaries, Wages and Pensions in particular section 29.9 to 29.11.

14.2 The Governing Body is responsible for ensuring the accounts and financial records of the school will be maintained and employ a system meeting the requirements of the Assistant Director, Schools and Learning and the s151 Officer and approved by them for that purpose.

14.3 The Governing Body is responsible for ensuring all accounting records will be kept in safe custody for the period stated below. No voucher or other document relating to financial transactions shall be destroyed before the time period stated.

Official copy orders	**6 years**
Receipts Books	**6 years**
Signed delivery notes	**6 years**
Certified paid invoices	**6 years**
Cheque Counterfoils	**6 years**
Paid Cheque returns	**6 years**
Bank Statements	**6 years**
Bank Reconciliation Statement	**6 years**
VAT returns	**6 years**
Paying-in slips/records	**6 years**
Cash Income details	**6 years**
Petty Cash details	**6 years**
Timesheets and payroll records	**6 years**
Detailed accounts or back-up media held on computer	**6 years**
Credit Card Statements	**6 years**
Year End Back Tapes	**6 years**

This section excludes payroll data

These periods are in **addition to the current financial year**.

14.4 Signed and dated copies of all Governing Body and Finance Committee Minutes will be held at the school for six years plus the current year.

14.5 All tenders and written quotations obtained by the school will be held for inspection for six years from the date the contract ends. The local authority 'Retention Schedule' allows for unsuccessful tenders to be disposed of one year after the contract is let.

14.6 In the case of contracts under seal the contract document will be held for twelve years from the date the contract ends.

14.7 Written notes of verbal quotations, which will be made at the time they are obtained, will also be held for six years plus the current year.

14.8 All records held, as above, will be stored securely so as to be readily available for auditing.

14.9 The VAT claims and the associated paid invoices, cash books and details of income received, will be available for inspection by HM Revenue and Customs. (See Section 24 VAT)

14.10 Two archive copies will be taken of each completed and closed-down end-of-year accounts on the school's financial management systems and stored off-line, for example on tape, CD or DVD media and retained for a period of at least 6 years.

14.11 One copy of the archive will be kept at the school and the second will be securely stored off-site or via Cloud Server.

14.12 A back-up will be taken of current computer records on a daily basis using, at a minimum a cycle of five generations (for example, a cycle of 5 tapes). The most recent backup will be stored off-site.

14.13 The Head Teacher will ensure that only authorised personnel have access to payroll and personnel files and financial records.

15 Audit Arrangements

Explanatory Note: *Schools are required to have their financial accounts and controls examined by an independent auditor. The audits may be carried out either by the local authority's Audit, Fraud and Risk service or by other suitably qualified auditors. Such auditors will satisfy the requirements of the s151 Officer so that he may fulfil his duties under the law.*

15.1 The accounting records and supporting documents maintained by the school, together with other significant records relating to financial administration, will be maintained in a secure place for the periods of time specified in Section 14 above. They will be readily available for inspection by the auditors and other external bodies who have a statutory right of access to them.

15.2 If a single audit or if the school is part of a selection included in a cross-cutting audit, the Governing Body will be notified of the findings and recommendations of the auditors as contained in their reports and this action will be formerly minuted.

15.3 As part of the annual review of the School's Financial Value Standard (SFVS), the Governing Body will ensure that there are no outstanding matters from audit reports and that the accounting system is adequate and delivers accurate and timely reports including the annual CFR report.

15.4 Internal audit will copy audit reports to the Assistant Director for Schools and Learning and s151Officer. Audit reports may be reviewed by the local authority.

15.5 The Governing Body is also responsible for the provision of audit certificates in respect of any voluntary and private funds they hold and the accounts of any trading organisations controlled by the school. The school will retain a copy of the audit certificates for all non-public funds held by the school, after the receipt of such certificates by the Governing Body and within six months of the closure of the accounting year for such funds. This may be requested for inspection by Internal Audit or the local authority.

The Governing Body will use any information from audits and internal self-assessments/control risk assessments/SFVS carried out during the financial year to complete the Statement of Internal Control as part of the annual closedown process.

15.6 The Governing Body is responsible for ensuring that it has reports of instances of fraud or theft detected in the last 12 months and the actions taken.

15.7 The local authority will provide anti-fraud service advice which covers investigations, advice and whistleblowing guidance. All investigations referred to the Investigations Team will be notified to the s151 Officer. The school will also have an internal whistleblowing procedure.

15.8 Any fraud or financial irregularity must be reported to the s151 Officer who will determine what course of action will be taken.

16 Procurement and Contracts

Explanatory Note: *Procurement is the process whereby schools acquire the goods and services they require to conduct their business.*

16.1 Schools are required to demonstrate that their processes for procuring provide for probity, transparency and accountability.

16.2 Governing Bodies should aim to achieve value for money from all purchases, whether of goods or services. This goes beyond mere consideration of price, and often means looking further ahead than the immediate purchase, especially when selecting equipment, and taking into account associated costs such as supplies and maintenance over the lifetime of the item. A sensible balance between quality and

price should be achieved.

16.3 Many of the regulations are there to protect individuals and to ensure that public money is spent with appropriate stewardship. They are designed to prevent waste and fraud. Whilst limits are set with regard to the number of estimates or quotes obtained it remains a duty of any employee to obtain reasonable assurance that prices are competitive and therefore separate quotes should often be obtained below the limits contained in these regulations to provide assurance that value for money is achieved.

16.4 The majority of procurement undertaken by schools will be of relatively small value, where the specification and purchase prices of the goods or services concerned will be set by the marketplace, and published in catalogues, price lists etc. However, on occasion the goods or services sought by the school are of such a nature (in terms of specification or value) that a specific agreement is required between the school and the supplier. This agreement is known as a "Contract", and is subject to specific regulations for Legislative compliance, Procurement Thresholds and Tendering Process.
The following link will be helpful:
http://www.education.gov.uk/schools/adminandfinance/procurement

Buying for schools: templates and forms - GOV.UK (www.gov.uk)

In the local authority's Constitution is a section containing Contract Procedure Rules which are intended to promote good purchasing practice and public accountability and deter corruption.

16.5 The contact details for Haringey procurement department:

HPCS@haringey.gov.uk

16.6 The Governing Body is responsible for establishing a Procurement Strategy which should include maintaining contracts register and timetable for review.

16.7 The Governing Body will be responsible for ensuring that:

i) A committee or panel is established to ensure that Procurement directives, domestic legislation, Contract Standing Orders in particular in relation to advertising, invitations and receipts /opening of tenders, evaluations procedures and approvals panels, are complied with.

ii) No contract shall be entered into unless a provision is made in the annual budget.

iii) It seeks legal and other professional advice from the outset for major or high-risk projects.

16.8 The Governing Body will assess in advance, where relevant, the health and safety

competence of contractors, taking account of the local authority's policies and procedures in this area.

16.9 The Governing Body will ensure that a contractor employed for works has an adequate level of indemnity cover.

16.10 The Governing Body is responsible for ensuring that there will be a written, signed contract or official order in lieu thereof which shall specify:

i) The works, goods, services or materials to be supplied or performed.

ii) The price to be paid with a statement of discounts or other deductions.

iii) The time or times within which the contract is to be performed.

iv) The place or places for delivery or performance.

v) The terms and conditions that apply to the contract.

vi) The school's contract manager's name.

vii) The monitoring arrangements for delivery and performance against the contract specification.

16.11 Official orders should be raised and authorised at the time any commitment is made.

16.12 For a large number of items, the specification of goods required will be set by the marketplace and published in sales literature. It is, however, likely that requirements for works or services will need a specification to be determined to establish what is required, and to what standard with respect to quality and delivery. The Governing Body is responsible for ensuring that specifications are written in a manner to ensure genuine competition and that competitive bids can be submitted and evaluated on a fair and equitable basis. Specifications should, wherever possible, be based around what the works, services or supplies are expected to achieve.

16.13 The Governing Body must have regard to the regulations related to the Register of Business Interests and the Register of Gifts and Hospitality when the decision is taken to award and place orders.

Procurements & Contract Thresholds

Explanatory Note:
The following process is required to be applied by the school to demonstrate value for money, fraud prevention and probity. For Contracts over a term of years, the value of the Contract is the total value over the whole Contract including any potential extensions, not its annual value. It is not permissible to disaggregate a Contract in order to circumvent the requirements of these Rules that relate to competitive tendering. The school is responsible for complying with the requirement set out.

HARINGEY SCHEME OF FINANCE

Table of Procurement Thresholds

Estimated Contract Value	Procurement Requirements	Method of completion of Contract
Up to £5,000	At least one written quotation must be received. Where practicable an eligible quotation from a local supplier must be sought. Best value must be obtained and framework and other corporate agreements, where they exist, are used. (Schools must retain sufficient evidence to demonstrate compliance). Where the Contract Value is estimated to be less than £5,000 (Class A contracts), Officers should act in the most expedient manner to secure value for money for the school. Value for money must be demonstrated in writing.	Use of Purchase Order
Contracts from £5,001 to £50,000	Where the contract value of the procurement is estimated to be more than £5,000 but less than £50,000 (Class B contracts), competitive quotes must be obtained from at least three contractors without the need to advertise the contract or follow a competitive tendering exercise. Where practicable an eligible quotation from a local supplier must be sought. Best value must be obtained, framework and other corporate agreements, where they exist, are used *(staff must retain sufficient evidence to demonstrate compliance and best value, e.g. by confirmation of oral quotations in writing).*	Use of Purchase Order or Standard Contract for more complex requirements
Contracts above £50,001 to £100,000 (for supplies and services) or £500,000 for works	At least three written quotations must be received. A quotation from a local supplier must be sought. Best value must be obtained and framework and other corporate agreements where they exist are used (Officer in accordance with the Scheme of Delegation must retain sufficient evidence to demonstrate compliance and best value e.g. oral quotations are not acceptable). If less than three quotes are received then the school must complete a waiver form to be approved by the chair of Governing Body or chair of finance committee. (See Appendix O for Waiver form specimen)	Use of Purchase order or Standard Contract for more complex requirements.

Estimated Contract Value	Procurement Requirements	Method of completion of Contract
Contracts above £100,000 for supplies and services) or £500,000 (for works) *Procurements over £100,000 must also seeks to obtain social value commitments from their suppliers of either goods or service.*	At least 5 Contractors should be invited to quote (for works) or Tender, unless there is an overriding business or legal justification that this is not required At least two quotations from a local supplier must be sought. Where this is not possible the reasons must be recorded. Best value must be obtained and framework services are available from the local authority, the school should consider their merits as part of the contract award process (Officer in accordance with the Scheme of Delegation must retain sufficient evidence to demonstrate compliance and best value e.g. oral quotations are not acceptable). If less than three quotes are received, then the Officer as set out in the Scheme of Delegation must complete a waiver form to be approved by the Governing Body. The decision must be recorded in writing and all documentation supporting the decision retained.	Above £100,000 Signature on Standard Contract or sealed by Legal services if required. *Procurements over £100,000 must also seeks to obtain* ***social value commitments*** *from their suppliers of either goods or service*

16.14 Where it is not possible for any reason to adhere to the requirements for any of the above thresholds a waiver form has to be completed.

16.15 All contracts procuring goods or services with the contract value of £100,000 or over must include a Social Value of 10% weighting in their tender evaluation. The Governing body must seek to obtain additional benefits from the supplier to maximise the social, economic and environmental wellbeing that is delivered through their expenditure. The benefit must be committed to at the point of contract and clearly state what additional benefit will be achieved for the borough and its residents, in what timeframes and how often (where appropriate). These commitments must then be monitored by the school business manager/headteacher or any other responsible officer throughout the contract, as part of the wider contract management process.

17 Procurement and Contracts: The Tendering Process

Explanatory Note*: A Tender is a special procedure for generating competing offers from different bidders looking to obtain an award of business activity in works, supply, or service contracts. They are usually preceded by a pre-qualification questionnaire (PQQ). Open*

tenders, open calls for tenders, or advertised tenders are open to all vendors or contractors who can guarantee performance.

17.1 When selecting suppliers for goods works and especially services, the Governors will protect the interests of the school by following a robust and proper procurement process.

17.2 The Governing Body is responsible for establishing a panel to manage the process and ensure that the school complies with all procurement requirements. The panel, consisting as a minimum of the Head Teacher and two governors, will report to the Governing Body. The role of the panel will be.

i) Approve the Tendering Document, design the Specification and draft the Price and Payment clauses.

ii) Select a list of tenderers and issue the Invitation to Tender. The number of tenderers to be invited will depend on the value of the contract.

iii) Designate who will make up any panel to shortlist and/or interview tenderers after shortlisting. The decision will be minuted. The minimum membership of any interview panel shall be the Head Teacher and one Governor.

iv) Evaluate the tenders using pre-determined criteria.

18 Capital Expenditure and Income

Explanatory Note: *There are different accounting and legislative requirements for the treatment of Revenue and Capital Expenditure and Income. This section covers Capital expenditure and income. Capital expenditure includes costs incurred on the acquisition of a fixed asset and any subsequent expenditure that increases the earning capacity of an existing fixed asset. Capital expenditure, as opposed to revenue expenditure, is generally of a one-off kind and its benefit is derived over several accounting periods.*

18.1 Capital projects can be improvement or planned maintenance schemes. Examples of Improvement projects are:

i) New builds.

ii) Major extensions.

iii) Upgrading teaching accommodation.

iv) Improvement to social, recreational and staff areas.

v) Investment in assets that would benefit Schools and the wider community, for example, childcare and sports provision.

Note – Voluntary Aided Schools may not invest in their playing fields or buildings on them connected with their use as playing fields, as these are the responsibility of the local authority.

vi) Remodeling of rooms and fitting them out with furniture and equipment, including ICT.

18.2 Planned maintenance projects are those that replace or repair an element of the site or building, thereby enhancing the life of the building and ensuring that the building can continue to be used, for example:

i) Boiler replacement.

ii) Upgrading the fire alarm/electrical services.

iii) Roof/window replacements.

Capital expenditure threshold

18.3 The Council's capital expenditure threshold is £10,000. However, it is recognised that for a school, legitimate capital projects may involve levels of expenditure that fall below this threshold. Projects may also take more than one year to complete: for example, building a new IT suite over a period of two years and furnishing it with tables and computers in the third year. Therefore, an appropriate level of spend for Devolved Capital projects would be a minimum of £2,000.

18.4 The Governing Body can contact the Schools Finance Team where there is uncertainty about expenditure that may qualify as capital on s-schools.returns@haringey.gov.uk

18.5 Capital funds will not be used for:

i) Revenue expenditure items.

ii) Routine repairs, redecoration or maintenance included in delegated Schools budgets.

iii) The hire of accommodation (unless this can be legitimately capitalised as part of building costs).

iv) To meet any periodic PFI charge, or service contracts (which are revenue costs).

v) Operating Leases where the risk stays with the Leasing Company for example a photocopier maintained by the lessor. The lessee, i.e. the school, will simply recognise the rental payment as revenue expenditure.

vi) Small value capital items where the amount falls below the local authority's minimum capital spend threshold, unless there are a number of items of the same class that can be bought at the same time for example computers, which may be added together and count as capital.

Devolved Formula Capital Allocations

Explanatory Note: *The school's annual allocation of Devolved Formula Capital will be paid by the local authority to the school as a single payment. Schools are expected to use this to support priority health & safety and/or condition works, though this may be used for ICT or other capital expenditure, in line with the School Development Plan.*

18.6 The local authority may also fund and/or manage capital investment in the school, through its centrally managed Capital Programme. Occasionally it may be agreed that the school will contribute all or part of its devolved capital allocation towards these works. If so, the school will provide in writing their agreement to the devolved capital contribution to the scheme. The school will then be invoiced for the percentage contribution agreed and payment will be made within thirty days.

Capital Expenditure and Income: Management of capital projects

18.7 Support and advice in developing a School Improvement Plan including sections such as Asset Management, ICT etc. can be provided by Asset Management Advisors, the ICT Curriculum Advisor and the School Improvement Partner.

18.8 Schools may use revenue funds from their budget to pay for, or contribute towards a capital project i.e., "Revenue contribution to Capital" and the transactions will be coded accordingly in line with CFR and capital accounting requirements.

18.9 Schools or PRUs may undertake capital projects in line with these regulations and guidance, however, if they choose not to manage or be considered not capable of managing their capital projects, the practical responsibility may pass to the local authority.

18.10 The Governing Body will confirm before it embarks on any building work, that there is no potential for additional costs to arise which could not be funded from the school's own resources and understand that they cannot expect any additional funding from the DfE or the local authority if their original estimates are inaccurate.

18.11 The Governing Body is responsible for: -

i) Planning for capital investment over three to five years and incorporate these within their three year School Development Plan, taking into account the local

authority's asset management plans, capital policies and ensuring expenditure is eligible (i.e., capital).

ii) Maintaining records on capital expenditure and will keep the local authority informed of all capital schemes in particular at year-end (February) for capital closedown and capital financing.

iii) Monitoring financial reports on the progress of award of contracts, spend and financing of Capital Projects.

iv) Managing their building projects and obtaining appropriate advice from the local authority or appoint other professional advisers at planning stage of major projects.

v) Ensuring that fees are included in the total project costs, and do not exceed 15% of the total.

vi) ensuring it take into account the professional's experience in the education sector and ensure that contractors have professional indemnity insurance.

vii) Complying with relevant health and safety regulations, Building Regulations, and other legislation.

19 Leasing Agreements

Explanatory Note: *Governing Bodies entering into or have inadvertently entered into finance leases, and as such are acting outside of their legal powers ("ultra vires"). Advice issued to all Governing Bodies is to ensure that when their current leases expire, the schools act within the law when moving forward.*

19.1 Governing Bodies wishing to procure assets will have a choice of buying the assets outright or funding the purchases via a local authority approved operating lease. All leases must be approved by the local authority before the lease is signed. The local authority will check whether the leases are indeed operating leases and, if not, will advise the Governing Body how to progress in an alternative manner.

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19.2 Under the Local Authority Scheme for the Financing of Schools, LA maintained Schools are prohibited from entering into any finance leases without the express approval of the Secretary of State for Education. In a practical sense, this means that finance leases are not permitted as this constitutes borrowing.

19.3 Governing Bodies should be aware that leasing is a complex subject for which specialist local authority advice should be sought.

19.4 When looking to procure assets, the Governing Body should initially consider "lease or buy" decisions. Often, substantial savings can be obtained through buying equipment outright and this option should be fully appraised beforehand.

19.5 Governing Bodies should not purchase assets from casual sales personnel. The LBH procurement policy should be followed.

19.6 Devolved formula capital funding may **not be** used to fund lease payments in any circumstances.

19.7 If the Governing Body chooses to lease an asset, approval must be sought from the Head of Finance (Pensions & Treasury beforehand. The local authority will confirm (or otherwise) that the lease does not constitute borrowing (i.e., it isn't a finance lease) and, if possible, will offer the school a more competitive option approved by the local authority.

19.8 The Department for Education current Guidance to Schools states:

*"A **Finance Lease** is equivalent to you committing the school to a loan, which is prohibited under current legislation." All local authority maintained schools are forbidden from entering into any form of finance lease without permission of the Secretary of State for Education.*

*"An **Operating Lease** is the only type of lease a school should enter into. These leases involve the school paying a rental fee for the hire of an asset for a period of time and are similar to a rental agreement. No other types of lease, such as a Finance Lease or hire purchase, may be entered in to by the school as this is a form of borrowing."*

19.9 The Governing Body is responsible for ensuring that processes are in place to ensure that only the Chair of the Governing Body or his/her authorised personnel is authorised to sign lease agreements on behalf of the school once local authority approval has been given.

19.10 The Governing Body must not look to "pay off" an existing third-party lease agreement by having it factored into a new lease agreement as this would constitute borrowing and as would be acting outside of their legal powers ("ultra vires").

19.11 The Governing Body is responsible for ensuring that the school shall not commit to agreements unless there are sufficient resources to meet any annual Lease and Life Lease rentals.

19.12 The Governing Body shall consider the timing of any payments and how these may affect the school's cash flow.

19.13 The Governing body is responsible for monitoring the schools leasing commitments and is responsible for ensuring it receives regular reports

19.14 The Head Teacher or business manager is responsible for ensuring the local authority Leasing schedule is submitted in a timely manner.

20 Orders for Supplies of Works and Services

***Explanatory Note**: An official "Purchase Order" will be issued for all work, goods or services to be supplied to the school at the time commitment is made, except for supplies of utilities and periodic payments paid via direct debit. Verbal orders should only be given in cases where it is absolutely necessary and must always be confirmed by an official order, as soon as possible.*

20.1 Official Purchase Orders may only be used for official purposes of the school, and therefore must not be used for any personal or private purchases, nor must personal or private use be made of any contracts entered into by the school.

20.2 All official School Purchase Orders must be uniquely numbered and clearly printed with the name of the school. Access to the accounting software used to generate purchase orders must be strictly controlled. Spoiled or cancelled Orders will be retained. Orders should contain price, description, quantity and delivery instructions.

20.3 The Governing Body is responsible for: -

i) Agreeing a procedure for ordering from its cost centres.

ii) Specifying who the authorised personnel and counter signatories will be in its formal statement of delegated responsibilities.

20.4 Each Order must be approved by the budget-holder and the School Business Manager must: -

i) Ensure that the goods or services ordered are appropriate and needed.

ii) Ensure that there is adequate budgetary provision and quotations or tenders have been obtained if necessary.

20.5 The School Business Manager or other authorised officer is responsible for ensuring that: -

i) All orders adhere to the principles with regard to authorised personnel irrespective of the manner of placement (orders may be placed by post, fax, or via email/e-ordering. For instance, e-ordering facility may be utilised with the orders being transmitted by the finance staff, instead of signing and posting a hard copy)

ii) The price of the goods/services is stated. (Where the exact price is not known at the time of placing the order, the method by which the price will be calculated should be shown.)

iii) The estimated cost is committed against the appropriate budget allocation so that it features in subsequent budget monitoring.

iv) The school nominates its preferred location for deliveries e.g., main reception, finance office etc. depending upon physical layout.

v) Members of the school staff who sign for deliveries carries out a brief inspection prior to signing. Staff sign to certify that: -

a) The number of parcels equals the number signed for.

b) The parcels appear to be in good condition e.g., do not show signs of transit damage.

vi) The delivery note and goods are then sent to the budget holder for formal checking against the order.

20.6 In line with the Scheme of Delegation checks are undertaken of goods received on the delivery note which is passed to the school office – Finance section for input to the accounting system retained together with the delivery note until the invoice is received.

20.7 The receipt of multiple deliveries against a single order and completion of the order will be monitored by regular review of the outstanding purchase order report.

21 Payments of Accounts

21.1In managing the payment of invoices, the Governing Body will ensure that it has regard to the implications (particularly with relation to interest) of the Late Payments of Commercial Debt (Interest) Act 1998. The detail on this legislation may be found on this link *http://www.legislation.gov.uk/ukpga/1998/20/contents*

21.2 The Head Teacher is responsible for ensuring that all purchase documentation is filed securely to ensure a clear audit trail from ledger entries to source documentation.

21.3 The Head Teacher must ensure that the processes are in place that comply with the school's scheme of Delegation.

i) All goods and services received by the school are checked to ensure they are in accordance with the Purchase Order. If any discrepancies are found, these should be noted on the order and the matter resolved with the supplier without delay.

ii) All invoices received by the school will be matched to the relevant purchase order, having regard to any discrepancies noted on receipt of the goods or services.

iii) All invoices will be approved for payment by an appropriate member of staff. Approval is given on the basis that

a) The school only pays for goods and services it has ordered and received

b) Payments are made to the correct supplier

c) Costs are charged to the correct budget head

d) Discounts are applied where applicable

22 School Bank Accounts

Explanatory Note: *All banking arrangements in respect of official school monies will comply with the Council requirements under Section 151 of the Local Government Act 1972.*

22.1 No school bank account is allowed to be overdrawn or hold overdraft facilities. Each Bank account should be named "LBH name of the School."

22.2 Official school monies do not include unofficial school funds like voluntary funds, donations or other monies not forming part of their budget.

22.3 The Governing Body should be promptly informed of any changes to signatories, issue around fraud and changes to personnel.

22.4 The Governing Body may agree to hold more than one bank account but no more than three. The purpose of each bank account must be reported to the Governing Body and reviewed when necessary.

22.5 For each bank account the Governing Body may authorise a maximum of six signatories. These should be amended promptly as necessary and upon the resignation of any signatory.

22.6 The Governing Body must nominate the person to whom all correspondence from the Bank must be addressed. This is usually the Head teacher.

22.7 The Governing Body ensures that the controls, particularly access controls, are in place.

22.8 The school recognises that methods of authorisation may change, but the levels of authorisation must comply with the approved bank mandate.

School Bank Accounts: Monthly Bank Reconciliations

22.9 Bank reconciliation allows the balances held on the school's financial accounting system to be agreed to the monies held in the bank. Monthly bank reconciliations are

essential to validate records and identify discrepancies and bank fraud at the earliest opportunity.

22.10 The Governing Body will agree procedures for the reconciliation of all bank accounts, and identify, in their Scheme of Delegation, the members of staff responsible. Segregation of duties is vital: any person responsible for this reconciliation should have no responsibility for receiving or banking monies.

22.11 The Head Teacher is responsible for ensuring that bank statements are received monthly and bank reconciliation undertaken monthly within a week of receipt of bank statements.

22.12 The Head Teacher is responsible for ensuring that: -

i) Bank statements are received and reconciled promptly on a monthly basis.

ii) The person performing the reconciliation signs all bank reconciliations.

iii) The person reviewing the reconciliation countersigns and understands the reconciliation process.

iv) Retained for six complete financial years.

v) The person responsible for undertaking bank reconciliations takes all reasonable steps to ensure that the bank statements reflect all income due and payments to be made.

vi) The person responsible accounts for within the reconciliation all outstanding items such as: -
   a) Cheques drawn but not presented.
   b) Other payments debited but not accounted for.
   c) Credits accepted by the bank but not accounted &.
   d) Credits accounted for but were not cleared by the bank.

vii) Entries on the bank statements that have not been processed in the accounting records are investigated promptly to ensure that they relate to the school. If so, appropriate entries must be made without delay in the accounting records, and the bank reconciliation annotated accordingly.

viii) Unduly outstanding items are followed up in a timely and appropriate manner.

School Bank Accounts: Rules for Cheques and BACS payments

22.13 The School Business Manager is responsible for ensuring: -

i) Cheque runs are produced (normally weekly) after looking at the payment terms to determine which invoices are due for payment. Unless otherwise

specified, the school aims to make payment 30 days from the date of the invoice.

ii) The cheque run consists of printed cheques and a printed report listing. This list must be signed by the Head Teacher.

iii) Cheques are collated with supporting documentation (original purchase order and delivery notes where available) and passed to the cheque signatories.

iv) Copies of current completed Bank Mandates with signatories are kept on file for inspection.

v) In all cases, at least one signature on each cheque will be from somebody who has not been involved in approving the order or certifying the invoice to which it relates.

vi) Cheques will never be pre-signed.

vii) Cheque Books will be used sequentially and unused cheques will be kept in a secure location.

viii) Pre-printed cheques will not be manually altered or amended. (Errors will only be corrected by cancelling the cheque with the error and printing a new one.)

ix) If a manual cheque is used, a photocopy of the signed cheque should be retained.

x) Spoiled/cancelled cheques will be clearly marked "CANCELLED" and retained for audit, together with the reason for cancellation.

xi) Where cheques that are lost are cancelled by the bank, a copy of the letter from the bank confirming cancellation will be retained on file.

xii) Cash withdrawals are only permitted for reimbursement of the petty cash imprest and advances for school trips. The arrangements for the withdrawal of cash for these two instances will be properly authorised.

22.14 All cheques to be signed in manuscript by two signatories as required in the bank mandate unless the sum exceeds £20,000.

22.15 The prime cheque signatory will initial and date the invoices indicating their approval to payment and to confirm checking before payment authorisation.

22.16 The School Business Manager is responsible for ensuring that where payments are made by BACS: -

i) The school maintains an up-to-date list of suppliers who require payment by BACS. (This list should be periodically validated by an authorised officer and bank details checked carefully when loaded to financial system)

ii) A BACS payments schedule is produced by the school's online banking system which shows order numbers, supplier details, the amount and date of transfers.

iii) Wherever a note appears indicating a bank account has been added or amended the details have been checked and initialed by the finance officer (or another member of staff if the finance officer is logged as making the change). All supplier bank details should be validated and documentary proof retained. This would normally be in the form of a letter on headed paper or known company email address from a named responsible individual.

iv) The Schedule is approved, signed and dated by two signatories.

v) The relevant invoices are checked, initialed and dated as for a cheque run.

(vi) The BACS schedules and summaries are retained in accordance with retention periods for financial records and filed appropriately.

22.17 The School Business Manager or other authorised officers will up-load the BACs payment to the bank. Two separate BACs approvers will need to authorise the BACS run within online banking before it will be actioned by the bank. (There should be a clear segregation of duties between preparing the payment details schedules and authorising the payment.)

22.18 The Bank Mandate should clearly stipulate who has the power to authorise on-line payments of this nature.

23 Debit and Credit Cards

Explanatory Note: *A plastic card having a magnetic strip, issued by a bank or business authorising the holder to buy goods or services on credit, while a debit card (also known as a bank card or cheque) is a plastic payment card that provides the cardholder electronic access to his or her bank account. For a school to use a credit/debit card there should be a policy approved by the Governing Body.*

23.1 The card should be in the name of the school, issued to a named individual and held in a secure location (for example: - the safe)

23.2 If a Debit card is chosen, the school will need to: -

i) Maintain a small account with a small balance of between £500 and £3,000 (Primary Schools) & £1,000 to £5,000 (Secondary Schools) to reduce the risk of fraud or abuse.

ii) Process a cash entry on every occasion the card is used.

iii) Ensure that the card account is reconciled on a regular basis.

iv) The Debit card should not be used to withdraw cash and can only be used for online payments

v) If a school needs to reimburse their petty cash they should use cheques made out to the school.

23.3 Interest will never be incurred as the card is settled in full on a monthly basis

23.4 The school should ensure that there are processes in place to ensure that: -

i) The cardholder holds approval from the appropriate budget holder in accordance with the school's scheme of delegation and that there is sufficient budget available before making any purchase.

ii) All telephone and internet orders are processed on official internal forms in the usual way.

iii) Full VAT receipts are obtained for all purchases and all invoices are in the name of the school so as to ensure compliance with VAT rules.

iv) When purchasing goods or services via the internet, the site is secure and that an order confirmation is printed off and kept with all transaction documentation relating to the purchase. Caution should be exercised if paying in advance for goods from an unfamiliar supplier.

v) On completion of a card purchase, including those made over the telephone or internet, the budget holder authorises the invoice/receipt to confirm receipt of the goods and passes this to the finance office for linking to the monthly statement.

vi) There is clear segregation of duties between the requisitioning /ordering and card purchasing processing, including on-line transactions.

vii) The monthly statement will always be reconciled by someone other than the card holder, (the reconciler) who will ensure that they have all relevant documentation required as per the card policy.

23.5 Specific procedures for the recording and reconciliation of transactions to the School's Financial Management System will vary according to the type of card.

24 Value Added Tax (VAT)

24.1 The Governing Body is responsible for ensuring that the school complies with VAT and other tax regulations. The school adopts the Council's guidance on VAT which

can be consulted for a more detailed interpretation.

24.2 The local authority is able to reclaim all of its input taxes and makes net monthly reimbursement claims to HMRC. Schools submit their net monthly claims through the local authority and receive reimbursement accordingly. The Governors and the Head Teacher need to ensure all relevant staff are kept up to date on new requirements and if errors do arise understand that the School will be liable for any sums due back to HMRC. (refer to page 35 section 7 of Scheme for financing schools)

24.3 The Business Manager is responsible for ensuring that any charge made which includes VAT will be properly recorded and accounted for. Where official accounts are rendered, the Council's VAT Registration number, GB 220 7543 91, will be clearly shown on the invoice as well as the VAT element of the charge.

24.4 The Business Manager is responsible for ensuring that where cash income is received, any VAT will be separately identified.

24.5 The Business Manager is responsible for ensuring when paying suppliers' invoices with a value over £250, the following rules are to be observed so that the school may avoid penalties imposed by HM Revenue and Customs:

24.6 The Business Manager is responsible for ensuring the school shall only reclaim VAT where it buys the goods/services.

24.7 The Business/Officer Manager is responsible for ensuring VAT can only be reclaimed where a VAT invoice is received and contains the following details:

i) Be addressed to the school.
ii) Have an identifying invoice number.
iii) Show the date of issue and supply (Tax Point Date).
iv) Show the supplier's name, address and VAT registration number.
v) Show a description and quantity of the goods or extent of services provided.
vi) Show the total charged excluding VAT.
vii) Show the rate of discount offered (if any).
viii) Show the amount of VAT charged and the rate.
ix) Show the total amount of VAT and the total amount of the invoice.

24.8 The Business/Officer Manager is responsible for ensuring in the case of invoices £250 and below (for example till receipts), the following details are shown:

i) The date of issue.
ii) The name, address and VAT registration number of the supplier.
iii) The date of supply (Tax Point Date).
iv) A description of the goods or services provided.
v) The rate of VAT charged at each rate. (On till receipts the rate of VAT may not be shown but the goods may still include VAT.)

vi) The total amount payable including VAT.

24.9 The Business Manager will ensure that no manual adjustment is made by the School to the VAT shown on an invoice but that in such circumstances a Credit Note or Supplementary Invoice is requested from the Supplier.

24.10 The Business Manager will ensure that the correct VAT designation is used on the VAT Return submitted by the school to the local authority.

24.11 The Head Teacher/other authorised officer shall sign all Monthly VAT returns submitted to the local authority on behalf of the Governing Body authorising that the school has complied with the VAT requirements.

24.12 The school is required to submit its VAT return in a timely fashion. The local authority recommends that returns are made within three weeks of the month end thus ensuring the practice of maximising cash flow and dealing with VAT issues.

25 Petty Cash Imprest Accounts

25.1 Best practice is to reimburse staff for non-taxable items like travel expenses Petty Cash is to be used for the reimbursement of (small) out of pocket expenses **less than £100.00**, incurred by staff that have used their own money on behalf of the School. In all cases receipts to the value of the claim must be attached to enable the claim to be reimbursed.

Where claims are made in excess of this value, they will not be automatically paid once approved by an appropriate officer but will be subject to further investigation by Schools Business manager or designated representative, prior to the release of payment. Any claim in excess of £100 should be paid via payroll.

25.2 The Governing Body is responsible for: -

i) Agreeing within its scheme of delegation, the arrangements for managing the petty cash fund and the authorisation of claims.

ii) Staff may on occasions purchase small items for a specific lesson or activity, the school requests that a receipt is provided and attached to the petty cash slip. This is authorised by the Headteacher and then re-imbursed through the school's finance system. A payment sheet is issued and signed by the member of staff to indicate that they have been paid.

25.3 The Head Teacher is responsible for ensuring that processes and procedures are in place and their operation monitored on a regular basis so as to ensure that: -

i) The petty cash fund is held securely and that only authorised staff have access to it.

ii) Payments from the petty cash fund are limited to minor items that have been approved in advance by an authorised member of staff;

iii) All such expenditure must be supported by receipts, which identify any VAT paid.

iv) Personal cheques are never encashed from the petty cash fund.

v) The accounting records of receipts and payments relating to the petty cash fund are reconciled on a regular basis, and the receipts and cash agreed to the total authorised value of the fund.

26 Payments to Individuals

Explanatory Notes: *There is guidance for employers on the HMRC website: https://www.gov.uk/guidance/check-employment-status-for-tax to assist schools in making a decision on whether an individual has been engaged on an employed or self-employed basis. (Employment Status Indicator – Online Tool).*

26.1 HMRC undertake regular inspections of Local Authorities' records to ensure they are fully compliant. Schools should be aware of the serious penalties that can be imposed for a breach of HMRC requirements.

26.2 If a School contracts an individual's services through an employment agency or firm of consultants and is invoiced directly by these organisations, then the Income Tax and National Insurance contributions are the responsibility of the invoicing organisation.

26.3 Where an individual has their own limited company, this will be verified, for instance by inspecting the certificate of incorporation. Payments will be made payable to the limited company and not the individual. In all instances the correct procedures will be followed, i.e. order issued and payment made against invoice.

26.4 However, if an individual does not have a limited company, then the school will follow HM Revenue and Customs (HMRC) employment status guidelines. A worker's employment status, that is whether they are employed or self-employed, is not a matter of choice. **Whether someone is employed or self-employed depends on the terms and conditions of the job and it is the responsibility of the school when entering a contract with an individual to undertake an employment status check to determine whether the person is employed or self-employed. The employment status check will be held by the school along with the completed employment checklist as supporting evidence.**

26.5 If the result of the employment status check indicates the individual to be self-employed then payment may be made outside of the payroll. All payments will be supported by an order and invoice which give clear details of the work or service carried out.

26.6 Checks will be carried out and documentary evidence seen to confirm that a Disclosure and Barring Service check (DBS) is completed in line with Safeguarding and Health and Safety procedures, and that the contractor has current public liability insurance.

26.7 The Governing Body is responsible for ensuring that the school is fully compliant with the HMRC regulations. The Governing Body should receive regular reports identifying those individuals not paid via the payroll. These reports should clearly show the Employment Status Reference.

27 Work undertaken for third parties by a School Employee.

27.1 The Governing body will agree a policy covering work by school staff for third parties.

27.2 The Governing Body will consider, in advance, any such proposed episode, having regard to:

- The efficient running of the school
- The school's ability to deliver the curriculum, or to meet any other statutory requirement
- The individual's self-development and the development of new skills ultimately to the benefit of the school.
- Any incremental costs falling on the school's delegated budget.

27.3 The school will not allow any payments in relation to such work to be made directly to the employee by third parties.

27.4 The Business Manager will be responsible for ensuring in all cases, the income related to such episodes will be collected from the third party by invoice – raised in accordance with the regulations.

27.5 The Governing Body may agree to share the proceeds with the member of staff involved. If so, the share retained by the school should not be less than any incremental costs incurred but may be more. Any such agreement, and the reasons for it, should be recorded and retained.

27.6 The employee's share (if any) must be processed and paid through the payroll.

28 Construction Industry Scheme (CIS)

28.1 According to the HMRC "New CIS Update" booklet (available at Construction Industry Scheme (CIS) - GOV.UK (www.gov.uk) some types of payments do not need to be reported under the new construction industry scheme; "Payments made by maintained schools as agents of the LA (under delegated budgeting arrangements)"

28.2 In the HMRC booklet "Construction Industry Scheme CIS340" Paragraph 2.21. LA Maintained Schools, states "The Scheme will NOT be operated for payments made for construction operations by the governing body or head teacher of a maintained school on behalf of the LA" (available at http://www.hmrc.gov.uk/forms/cis340.pdf).

28.3 Within CISR12090 - The Scheme: contractors: local authorities *(available at* CISR12090 - Construction Industry Scheme Reform Manual - HMRC internal manual - GOV.UK (www.gov.uk).

28.4 There is also the following statement; "Under funding arrangements set out at section 49(5) of the School Standards and Framework Act 1998, the budget shares of all schools, including foundation schools, remain the property of the maintaining LA until spent. However, from 6 April 2007, SI2005/2045 regulation 22 specifically excludes from the Scheme any payments made for construction operations by the governing body or head teacher of a maintained school. As such, the Scheme will NOT be operated in respect of such payments."

28.5 Also within CISR12090 - The Scheme: contractors: Local Authorities there is a reference to Voluntary aided (VA) schools; “Voluntary Aided Schools are not treated as contractors for the purposes of FA04/S59 (1) (I) and do NOT have to operate the Scheme”.

29 Salaries, Wages and Pensions

Explanatory Note: *The staffing budgets represent around 75-80% of school’s budgets. The Governing Body is responsible for managing the procedures and controls for Salaries and Pension in accordance with pay and condition policies issued by The Department of Education, The Local Authority, and Accounting and Finance regulations. The Governing Body is responsible for ensuring the school is fully compliant in meeting its legal obligations with regard to Tax and National Insurance and Pension Regulations.*

Salaries and Pensions: Appointments, Pay Policies and Structure

29.1 The Governing Body will set up an appointment panel of Governors for Head Teacher and Senior Leadership Team appointments, in line with the DFE Pay and Conditions Regulations, School Pay Policy and School Teachers' Pay and Conditions Document (STPCD).

29.2 The Governing Body or Personnel & Finance Committees must approve all interim arrangements for leadership support brought in from another school. The Governing Body must agree: hours required; period of appointment; rates of pay and financial arrangements.

29.3 The Governing Body must approve interim arrangements to release members of its senior leadership team to support other schools. The Governing Body should

approve: hours; period of appointment; the rates of pay and method of reimbursement.

29.4 The Governing Body is responsible for determining the staff complement and the appointment of other staff although it may delegate the appointment of less senior staff to school management

29.5 The Governing Body must review and ratify all pay policies taking into consideration the processes to be followed in line with the LBH HR regulations.

29.6 The Governing Body will ensure the school reviews its staffing structure annually and receive termly reports on staffing costs and variations regularly. In so doing the Governing Body will consider: -

i) The impact on its staffing structure following new Central and Local Government changes
ii) How they are making the most of the skills and talents of their staff
iii) How the curriculum can be delivered
iv) How the needs of the pupils can best be met
v) How best value is secured for the school

29.7 In conducting the review of the Governing Body must fully evaluate the financial implications including those arising from potential severance, redundancy, ill health or early retirements. Redundancy costs are to be supported by the school budget.

Salaries and Pensions: Responsibilities in Relation to Payroll Functions

29.8 The Governing Body manages their payroll responsibility through the payroll (either local authority payroll or external agency of its own choice. In so doing it is responsible for: -

i) All aspects of the payroll functions.

ii) Ensuring that the school's internal processes, records and those of its choice of external payroll provider are fully compliant with current and pending HMRC regulations, pension regulations, accounting standards and requirements of the local authority.

iii) Penalties incurred if it fails to discharge its duties in this regard.

29.9 The Governing Body will satisfy the s151 Officer that it can adequately carry out the payroll functions through its external payroll provider (if used). The Governing Body will be responsible for obtaining an Annual Audit Assurance from the external payroll provider's own auditor to confirm that the payroll provider has reasonable controls in place to discharge their payroll functions.

29.10 The Headteacher will supply a letter of authorisation detailing those persons

authorised to certify payroll transactions on behalf of the school (including specimen signatures to the payroll provider.

29.10 The Governing Body must be informed by the Head Teacher and Business Manager on the performance of the payroll contractor. This should highlight non-compliance against current and new requirements stated in 29.9 and 29.10.

29.11 The Governing Body has selected as its choice of Payroll Provider, the Governing Body will ensure that processes are in place to ensure that.

i) The accuracy of members records in relation to Name; NI numbers; pension reference; male /female pay and allowances paid and FTE, submitted on the Teachers Pension Salary and Service Return and the Local Government Year End List is checked by the school before it is submitted by its payroll provider to the local authority.

ii) The payroll data is regularly checked and updated monthly for starters leavers, change to pay grade and hours, maternity and strike pay, honoraria allowance, on costs payments.

iii) The calculation of all remunerations and gratuities are correct.

iv) Timely and accurate monthly deductions are made for Tax and National Insurance to HM Revenue and Customs fulfilling legal obligations.

v) Timely and accurate monthly deductions are made in relation to Teachers Pension, Local Government Pension Schemes and Auto Enrolment regulations fulfilling legal obligations.

vi) Timely and accurate information required by Teachers Pension and Local Government Pension schemes is provided to the school or directly to the above organisations by the external payroll provider.

29.12 The Business Manager is responsible for ensuring all payroll input forms (starters, leavers, contract variations and claims) are signed in accordance with the Governing Body's letter of authorisation by the Head Teacher and sent to the external payroll providers with any other relevant instructions.

29.13 The Business Manager is responsible for ensuring the dummy payroll run is sent every month by the payroll provider to be checked for accuracy.

29.14 The Business Manager is responsible for advising by email any corrections or additions to the payroll provider.

29.15 The School Business Manager is responsible for ensuring that when the final payroll is sent by the payroll provider: -

i) An examination of the report and reconciliation to the initial payroll report is undertaken;

ii) The reconciliations are signed by the individual undertaking the reconciliation and the Head Teacher;

iii) Journal entries in respect of the report totals are made into the FMS system and a copy of the FMS journal filed with the payroll report (duly signed by two persons).

29.16 The Business Manager is responsible for ensuring the Timesheets are certified by the manuscript signature of one of the payroll authorised signatories as soon as possible after the close of the relevant period.

29.17 The Business Manager is responsible for ensuring any payments to individuals, where the work undertaken falls into the category of an employee, is paid via the payroll and appropriate deductions in respect of National Insurance and Income Tax made. (**See section 26)**

29.18 All payments to individuals in respect of car allowances, subsistence and glasses will be paid via the payroll, as will all enhancements and additional payments.

29.19 Where a free meal is offered to staff, it will be reasonable; it will be available to all staff on the school's premises and unconditional for it to be considered tax free. Where the free meal is offered, while supervising children during meal times, this is deemed to be a taxable benefit (HMRC guidance on tax free allowances can be found at: Expenses and benefits: meals for employees and directors - GOV.UK (www.gov.uk)

Salaries and Pensions: Pensions Auto Enroll Regulations

29.20 The Governing Body is required under new Legislation to ensure it complies with Auto Enrolment regulations. The Governing Body has a duty to Auto enroll all Eligible Job Holders age 22 and above or earning more that £10,000 (this figure varies annually).

29.21 The Governing Body is required to: -

i) Evidence that all member of staff are aware of Auto Enrolment and keep records of advising staff of Auto Enrolment.

ii) Advise Members of staff who are not part of a pension scheme that they can be Auto Enrolled at any time.

iii) All new staff are enrolled for pension by default. If new members wish to opt out, they can do provided they follow the guidance specific to their scheme and both individuals and the schools maintain records of opt out. New staff have up to three months to opt out.

iv) Advise the local authority of all members of staff who became eligible for Auto Enrolment. A specific template needs to be submitted monthly to the local authority. The Opt-out application is only eligible if the template has been sent into The Teachers Pension Agency by the local authority.

v) Have arrangements so that staff opting out in accordance with the Auto Enrolment regulations can be reimbursed.

vi) Ensure all staff that are Retired members, part time or have multiple contracts of employment comply with the Auto Enrolment rules.

vii) Ensure that the payroll provider is fully compliant with the new regulations.

Salaries and Pensions: Special payments - staff severance payments

Explanatory Note: *Special staff severance payments are paid to employees outside of normal statutory or contractual requirements when leaving employment in public service whether they resign, are dismissed or reach an agreed termination of contract.*

29.22 Special staff severance payments will not be made where they could be seen as a reward for failure, such as dismissal for gross misconduct or poor performance. The only acceptable rationale in the case of gross misconduct will be where legal advice is that the claimant is likely to be successful in an Employment Tribunal claim. In the case of poor performance, an acceptable comparison will be the time and cost of taking someone through performance management and improvement procedures. Keeping Children Safe in Education (KSCIE) staff dismissal also applies. *nb. Where in the case of explicitly KSCIE staff dismissal, severance payments cannot be used.*

29.23 The Governing Body is responsible for ensuring that: -

i) The school complies with local authority rules for staff severance payments and continued dialogue with the local authority HR and legal services.

ii) When considering making a staff severance payment the payment is justified, based on a legal assessment of the chances of the school successfully defending the case at tribunal. (If the legal assessment suggests a better than even chance of winning, there is unlikely to be a rationale for settling the case. But where the case may be lost, there is a justifiable rationale for the settlement).

iii) If the settlement is justified, the school will consider the level of settlement. This will be less than the legal assessment of what the relevant body (e.g. an Employment Tribunal) is likely to award in the circumstances. The local authority must be informed of any likely settlements prior to them being discussed with the employee and supported financially by the local authority.

30 Payment of Allowances to School Governors

Explanatory Note: *School governors provide a voluntary service and cannot be paid for their role as a governor. But they can receive out of pocket expenses. This may include reasonable expenses to cover travel costs or childcare costs incurred as a result of fulfilling their role as governor. (School Governance Regulations 2003)*

30.1 The Governing Body should first decide whether, as a matter of policy, they wish to pay allowances. This decision should be made at a Governing Body meeting and minuted. If agreed a suitable budget should be set aside.

30.2 Attendance allowance and payments for loss of earnings may not be paid.

30.3 No claim shall be paid that exceeds the rates for travel and subsistence laid down by HM Revenue and Customs, which are changed annually and published on the HMRC's website (https://www.gov.uk/expenses-and-benefits-travel). Governing Bodies may pay less than the published rates of the HM Revenue and Customs. All claims will relate to actual costs incurred and will usually be substantiated by the provision of receipts.

30.4 Claims other than for travel and subsistence will be reasonable, justifiable and supported where possible by written documentation. See DfE guidance Governance handbook and competency framework - GOV.UK (www.gov.uk)

30.5 This policy should be reviewed annually and in the light of any changes in legislation.

31 Claims incurred by Staff

31.1 The Governing Body is responsible for approving a policy covering the payment of expenses to staff employed by or in the school. This policy should include reference to the following issues:

- Which types of expenditure may be reclaimed by members of staff.
- When Expense Claims should be submitted and in what format.
- Wherever practical, VAT receipts must be submitted with the Claim.
- Who may authorise Expense Claims
- Under which circumstances claims may be paid from Petty Cash.

31.2 The Governing Body is responsible for ensuring that travel arrangements are cost-effective, and that any tax implications are identified and complied with. This includes car mileage claims.

31.3 Where a member of staff uses their own vehicle for business travel, the school should ensure that appropriate insurance is held by that member of staff for business use of the vehicle.

31.4 Employees' expense claims must be certified prior to processing for payment through Payroll. 'Certification' is taken to mean Journeys were authorised

- All expenses were properly and necessarily incurred
- Allowances are properly payable.

32 Inventories (including Stocks and Stores)

Explanatory Note*: An Inventory is a complete list of items such as property, goods in stock, or the contents of a building.*

32.1 The Governing Body is responsible for the care and custody of all assets within the School and shall maintain proper security for all buildings, vehicles, plant, stocks, stores, furniture, equipment, money and other valuables of the School.

32.2 The Governing Body shall ensure that an Asset Register is maintained and it is complete.

32.3 The School Business Manager is responsible for: -

i) Presenting the stocktaking certificate to the Governing Body on an annual basis.

ii) Reporting items not owned by the school, but leased or rented, such items shall be listed on the school inventory with a note to that effect.

iii) Maintaining a separate list for items on long-term loan to the school that will specify the name and address of the owner.

iv) Recording all "disposals" including any inventory items which have been stolen. Stolen items will be reported on a "Theft/Illegal Entry Form" which will be sent to the Insurance and Risk Manager at LBH. Any such items will still need to be "written off" in line with the procedures outlined in section (33).

33 Disposal of Assets

33.1 The Governing Body will authorise the disposal and write-off of redundant, obsolete, non-repairable or surplus furniture, fittings, equipment, plant and machinery, and stocks.

33.2 The Governing Body may delegate this responsibility to the Head teacher for items valued below a level at their discretion, but this level should not be higher than £100.

33.3 The Governing Body is responsible for ensuring that: -

i) If the asset is subject to leasing arrangements or was funded from a specific grant. If the asset is leased, or was funded from a specific grant, disposal must be in accordance with the terms of the lease, or the terms of the specific grant concerned.

ii) Any surplus plant, vehicles, furniture or equipment is sold by public tender or auction unless the financial interest of the school is better served by disposal in some other way. In general, auction or tender is only appropriate for items that have significant residual value.

iii) Redundant assets are not sold to employees of the school, members of the Governing Body or officers or Members of the Authority, on terms (including price, opportunity etc.) more favourable than available to other interested parties.

iv) Income received for the disposal of an asset is properly banked and coded.

v) The Asset Register is updated appropriately to reflect the disposal of the assets/s.

33.4 Before disposal the school will ensure that any security or other markings identifying the equipment as the property of the school, are removed from the equipment.

Disposal of Assets – ICT Equipment

33.5 To guard against accidental disclosure of personal or business sensitive data, the Governing Body is responsible for ensuring that, in addition to the regulations contained in paragraphs 33.1 to 33.4, the regulations in paragraphs 33.6 to 33.7 are followed.

33.6 In case of ICT equipment being disposed of, the Governing Body is responsible for ensuring that:

i) All data is removed from PC's.
ii) All hardware to be disposed with in accordance with the WEEE (Waste Electrical and Electronic Equipment) directive.
iii) All hard drives are reformatted.

33.7 Further assistance and guidance on technical aspects of meeting these requirements must be sought from the local authority.

Disposal of Assets – Land and Buildings

33.8 If a Foundation and Voluntary School owns its land and buildings and is contemplating their disposal in full or in part, The Governing Body is required to advise the local authority of their intention at the earliest opportunity, as the local authority may be entitled to a portion of the proceeds.

34 Income & Credit Control

34.1 The Governing Body is responsible for ensuring that there will be separation of duties as far as possible, where they relate to financial administration of income so that at least two people should be involved in raising invoices and banking monies.

34.2 The school will put processes and procedures in place so as to ensure that: -

i) There is a pricing/charging policy and lettings framework approved by Governors.

ii) Accurate and chronological records of all receipts and deposits are kept.

iii) Receipts are issued for all monies being paid over to the school.

iv) Monies and bankers' drafts received by the school are banked without undue delay. (Deposit slips will clearly separate cash and cheques).

v) Personal cheques will not be cashed out of income that is awaiting banking.

34.3 The School Business Manager is responsible for ensuring that: -

i) Where a sundry debtor's account is found to be irrecoverable, this should be approved by the Governing Body and the loss shall fall to the School's Delegated Budget.

ii) Income received by electronic transfer (BACS or CHAPS) is promptly recorded on the school's system.

iii) Any debtors outstanding at year end are included in liabilities at closedown.

34.4 The School Business Manager is responsible for ensuring that proper documentation will be obtained and retained by the school to ensure that free school meals are being legitimately claimed by pupils.

35 Write-off of Unrecoverable Debts

35.1 The Governing Body should have clear procedures for identifying and chasing any invoices that have not been paid within 30 days of issue (Debt recovery policy) The School shall take all reasonable steps to recover any outstanding sums due. A record of the recovery attempts will be maintained and this will indicate the reasons why they have not been successful.

35.2 The Head Teacher and Chair of Governors will sign and date the write-off document and all write-offs will be reported annually to the Governing Body. This document will indicate the nature of the debt, the name and address of the debtor, the amount involved and the action taken to recover the amount due.

36 Use of School Equipment Off-Site

36.1 The loan of School property will **only** be made for either of the following purposes:

- Familiarisation with the use of the item, or
- For School related use.

36.2 Items will **not be** loaned from the school for personal use or entertainment.

36.3 Any item loaned shall be approved by the Head Teacher, registered, signed and dated for "as on loan" on the “items on loan register” and upon return signed and dated.

37 Lettings

37.1 The Governing Body shall be responsible for lettings of the school premises.

37.2 The Governing Body shall approve a Lettings Policy; such policy shall be reviewed at least annually.

37.3 The school may keep all income from lettings of the school premises as part of its delegated budget

37.4 All income from lettings shall be paid into the school’s official fund bank account as soon as practicable.

37.5 The Governing Body shall agree the scale of charges for lettings, including Community Lettings. When setting the level of charges, the Governors will take note of any advice from the local authority. The agreed scale of charges will be minuted.

37.6 The Governing Body shall ensure that the scale of charges is circulated or made available to all clients for lettings.

37.7 The Governing Body will annually review the scale of charges for lettings.

37.8 The Governing Body shall periodically review the effectiveness and efficiency of lettings with a view to achieving best value in the use of School premises and staff time.

38 Unofficial Funds or School Funds

38.1 These funds are not part of the delegated budget, but the administration lies with the Governing Body.

38.2 They are accounted for separately from Schools delegated budget and are held in

separate bank accounts. The same standard of financial accounting that applies to Schools' official funds and detailed in these Regulations are applied to Unofficial or School Funds.

38.3 The Governing Body will approve a model constitution which states the purpose of the Fund and the type of expenditure permitted to be incurred through it.

38.4 The accounts of any unofficial funds shall be independently audited on an annual basis by a suitably qualified or experienced individual to ensure that financial procedures have been followed. The suggested minimum standard, based on the gross value (gross receipts) of the fund is:

- Up to £5,000 – no qualifications required.
- £5,001 - £20,000 – bookkeeping/audit experience desirable
- Over £20,000 – qualified auditor/accountant preferable

38.5 The auditor will not be a signatory to or be involved in the operation of the Unofficial or School Fund. The auditor will also not be a relative of any person connected with the operation of the Fund.

38.6 The auditor will be appointed by the Governing Body.

38.7 The independently audited accounts, the auditor's certificate and their report are to be submitted for ratification to a full meeting of the Governing Body following the end of each financial year and agreement by the Governors to these accounts shall be minuted.

38.8 As prime records, the original documentation, receipts, cheque stubs etc. must be retained by the school for 6 years plus the current year.

38.9 The Unofficial or School Fund will require at least two signatories as authorised by the Governing Body. Under no circumstances will cheques be pre-signed.

38.10 Cancelled or spoilt cheques will be clearly marked as such to prevent further use and retained.

38.11 Bank accounts will not go overdrawn.

38.12 Bank accounts should be reconciled regularly.

38.13 The Governors will ensure that there is adequate insurance cover on the fund.

39 Security including Information Security

39.1 Subject to the approval by the Governing Body, the Head Teacher is authorised to keep sums of money that comply with the Insurance Policy in a locked safe or strong room. This limit will not be exceeded unless agreed by the Insurance and Risk Manager.

39.2 The above limit for wall safes shall be within the limits set by the Insurance Policy

39.3 Not more than the sum specified within the limits of the Insurance Policy or the School's petty cash limit, whichever is the lower, will be held in other locked receptacles; sums above this amount shall be deposited in a safe.

39.4 The number of safe keys or combination codes held shall be strictly limited, the minimum shall be two; however, there will only be more than three in exceptional circumstances and subject to the approval of the Finance Committee.

39.5 The keys or combination codes to safes (and strong rooms, if being used as safes for the storage of cash etc.) shall be held on the persons of the authorised holders at all times whilst on the premises and taken home by them overnight. This level of security shall also be maintained in cases where cash is held in locked cabinets or desks.

39.6 If there is reason to believe that the security of safe keys or combination locks has been compromised in any way, (for example stolen or copied), the lock or code shall be changed.

39.7 In the circumstances detailed in paragraph 39.6, the Head Teacher shall notify the Governors of the occurrence and the action taken.

39.8 Safes shall be kept locked at all times except when depositing/removing items.

39.9 Safes shall be of adequate construction and either be secured to the floor or be within an alarmed area.

39.10 As far as possible all equipment owned by the school will be effectively marked as the property of the school.

39.11 There will be password and username security to ensure that only authorised staff have access to the school's financial management systems.

39.12 Data will be backed up regularly and the backup system will be tested regularly. Tapes will be stored securely in a fireproof safe and preferable offsite. Year-end tapes are to be retained for six years.

39.13 The school will ensure that all computers have adequate and up to date virus protection software.

39.14 The Head Teacher and Governing Body will ensure that there is a Business Continuity Plan (Schools Emergency Response Plan) that is annually reviewed and updated. Agreement of the Business Continuity Plan should be minuted at the Governing Body.

40 Insurance

40.1 The Governing Body has satisfied itself that all risks for which insurances are taken out are adequately covered. Insurance is affected via the local authority, unless the

schools have opted for DfE Risk Protection Arrangement (RPA)

40.2 The Head Teacher will inform the Finance Committee immediately of any changes in circumstances that may affect the School and Governors' insurance risks.

40.3 The Governors will inform the Director of Children's Services and the s151 Officer immediately of any changes in circumstances that may affect the property of the local authority.

40.4 In the case of any works being carried out, the Head Teacher will ensure that the parties undertaking those works hold:

i) Current public liability insurance cover to provide protection in the event of injuries to staff, pupils and third parties and damage to the buildings or contents. Such insurance will have a minimum limit of £10,000,000.

ii) Insurance for any work on site which involves the use of heat (for example plumbing, painting and decorating involving the use of a blow torch) will have a minimum limit of £5,000,000.

40.5 The Head Teacher will notify the Insurance and Risk Manager and s151 Officer immediately, who shall be responsible for notifying the Director of Children's Services:

i) Of any loss to the Council.

ii) Of any claim against the Council.

iii) Of any event which might give rise to a claim against the Council.

iv) Of any possible or proposed prosecution by the Police of any person(s) accused of causing any loss or damage to the Council's property.

40.6 The Head Teacher will notify the Finance Committee immediately, who shall notify the s151 Officer (Insurance and Risk Manager):

i) Of any loss or injury to a Governor or employee so covered.

ii) Of any claim against a Governor or employee so covered.

iii) Of any event within their knowledge that might give rise to a claim against a Governor or employee so covered.

40.7 It is important that no admission of liability or offer of payment is made by the Governors/Head Teacher regarding any insurance claim as such action could invalidate the policy cover.

40.8 Where staff use their private motor vehicle on school business (for example banking), they will arrange business use cover at their own expense.

40.9 The Head Teacher will ensure that any vehicle owned by the school will be properly insured and taxed and has a valid MOT certificate.

41 Arrangements for Changes of Personnel with Financial Responsibilities

Change of Head Teacher

41.1 The Head Teacher is responsible for the financial management and reporting of the School's accounts. The Head Teacher will need to check and verify financial records at the time of their departure and hand over to a successor or an interim nominated officer, such as the Acting Head Teacher.

41.2 An outgoing Head Teacher will ensure all financial records and processes from the beginning of each financial year to the end of their contract are accurate and available for handover to their successor.

41.3 The outgoing Head Teacher will:

i) Ensure that all records of Finance Staff are up to date.

ii) Ensure all income is banked.

iii) Ensure cash-in-hand is reconciled against the cash-in-hand records.

iv) Get an up-to-date bank statement for all school accounts, both official and private, where such accounts exist and ensure they are reconciled.

v) Agree, **sign and date** all accounts and arrange for these to be counter signed by the Deputy Head teacher.

vi) Agree, sign and date the following documents at the time of leaving:

vii) Budget Monitoring Report.

viii) Income & Expenditure Report from the School Financial Management System. This report will act as evidence in support of the budget monitoring report at the time of departure.

ix) System Bank Reconciliation report, which should include the Balances & Reserves Report and the latest Bank statement confirming the cash at bank.

x) Complete a new bank mandate for approval on leaving and another one to be completed when the new Head starts.

xi) Make arrangements for all safe and premises keys to be handed over and signed for.

xii) Make sure that an up-to-date inventory of stock, equipment and write-off is available.

41.4 The incoming Head Teacher /Acting Head Teacher will countersign the summaries on commencing duties.

41.5 The records signed by the outgoing and incoming Head Teacher are to be retained for 6 years plus current year.

Change of School Accounting Personnel

41.6 The Governing Body will ensure that the school has access to an adequate level of financial expertise whenever specialist finance staff is absent, for example on sick leave.

41.7 The Head Teacher in conjunction with the outgoing officer will ensure that the following are undertaken:

i) New employee is provided with a list of personnel responsibilities and duties related to the School's local accounting procedures and school financial regulations.

ii) Appraise the new officer knows who is responsible for the various financial tasks (as detailed in the School's Financial Regulations) and who in the school is eligible to sign cheques and on which accounts.

iii) If the new officer is to be a cheque signatory for any accounts a new bank mandate will be prepared for approval by the current signatories.

iv) Review of all School systems and bank reconciliations so as to ensure that they are up to date.

v) In the event of an accounting officer leaving part way through a month, request a bank statement to reflect the position at the time of leaving to be obtained and reconciled. (This will apply to school Unofficial or School Funds as well as to school's main accounts).

vi) The outgoing officer must ensure that all official monies are banked as soon as possible, or appropriate records left for the incoming member of staff.

vii) The outgoing officer should reconcile all petty cash and ensure that any amounts of cash are kept separately in the safe or are clearly identifiable and counter signed by the Head Teacher.

viii) Ensure that clear notes have been left of petty cash advanced to members of staff, i.e., for school journeys etc. and that any such notes have been signed by

the members of staff concerned.

41.8 As part of the new member of staff's induction they should be given guidance in respect of the following: -

i) Notes on any local accounting systems for non-standardised procedures such as non-public funds.

ii) Listing of all direct debit payments made from the school's accounts.

iii) Official money collected for one purpose cannot be used for expenditure.

iv) Basic security arrangements for cash handling, management of controlled stationery, debit cards and bank.

v) Notified that blank cheques cannot be signed.

vi) Clear notes of unresolved queries made by the outgoing member of staff.

vii) Official guidance notes on accounting procedures issued centrally.

viii) The names and telephone numbers of the LBH Schools Finance Team, from whom advice may be sought on appropriate matters and to whom returns will be made.

ix) Advised on how to access training on local accounting procedures if required.

x) Guidance on the secure keeping of keys and other security measures (including secure cash handling procedures) is given.

42 Arrangements for Accounts upon Replacement of the School (Amalgamation)

Explanatory Notes: *Amalgamation is the process of two schools coming together under one Governing Body and one DFE number. The amalgamation can take the form of one school closing and being absorbed by the other one. In this case the DFE number of the closing school is dropped and the new school uses the DFE number of the absorbing school.*

42.1 The closing school needs to communicate to all relevant parties its intention to close. The communication should take place a term before the closure. In particular the school will contact all its creditors advising them of the deadline for submitting their invoices for payment. The school will also pursue recovery of all outstanding debt.

42.2 In the term prior to the amalgamation, the Governing Body of the closing school will close all bank and investment accounts and amalgamate monies into the main current account. If deemed appropriate the Governing Body can agree either to

change the bank mandates and bank signatory of the main current account thereby converting the account to the name of the replacement school effective from the first day the new school comes into existence.

42.3 The Governing Body of the closing school will be responsible for monitoring the financial management of the Official and Non-Public Fund(s) during the time leading up to amalgamation.

42.4 The Head Teacher/ and Chair of the Governing Body of the closing school will be required to sign off a draft CFR report and Income and Expenditure account and a list of debtors and creditors for their school before they leave and this report will be officially handed over to the designated person(s) in the amalgamated school who is responsible for the full closure of the accounts.

42.5 The Governing Body of the closing school will ensure that accurate, up to date inventories of assets are maintained and that surplus assets, not transferred to the amalgamated schools, are correctly disposed of, either by sale or if they are no longer useable, destruction.

42.6 Financial records and accounts will be retained for audit inspection at the amalgamated school or schools for a period of 7 years.

42.7 If a Head Teacher is not transferring to the amalgamated school the procedure set out in the Change of Head Teacher will be followed (see section 41).

43 Arrangements for Accounts upon Closure of the School (not amalgamation)

43.1 In the case where a School is closed and there is no successor school the accounts will be closed in line with the procedure set out in the section “Year End Closure”.

43.2 Arrangements will need to be made to transfer records to the s151 Officer and LBH Schools Finance team.

43.3 A back-up of the school’s financial records for the financial year of closure and the prior year will be made on disc and supplied to the s151Officer.

43.4 The Governing Body will agree with the s151 Officer the procedure for closure of Official Fund Bank Accounts and the return of unspent funds to the local authority.

43.5 The school should ensure that action will be taken to use up any non-public funds to the general benefit of all pupils before closure. In view of the potentially large sums involved, any documentation will need to be very clear. Any surplus cash will be banked and the balance on the fund paid over by cheque made payable to the "London Borough of Haringey".

43.6 As soon as possible after closure, all non-public fund accounts will be closed, and completed accounts passed to the Fund Auditor with a request that the completed

audit certificate be forwarded to the Director of Children's Services with a copy to the s151Officer.

43.7 The Governing Body will ensure that, as far as possible, all outstanding financial commitments are completed well before the closure takes place. In handing over the financial records to the s151Officer, the Head Teacher and Bursar/School Business Manager will ensure they have identified all possible creditors and debtors. Any outstanding insurance matters will also be brought to the attention of the s151Officer.

43.8 The Governing Body will follow the procedure as normally applied for the closure of accounts and the agreement to final out-turn at the end of the financial year (see section 13 Annual Closure of accounts).

43.9 The Governing Body will make arrangements for the safe storage of old financial records and accounts for audit inspection.

43.10 The Governing Body will ensure that accurate, up to date inventories of assets are maintained and that surplus assets, not transferred to the authority, are correctly disposed of either by sale or if they are no longer useable, destruction.

44 Review and Amendment of Financial Regulations

44.1 The Governing body is required to review its Schools Financial Regulations annually. These Regulations should be based on the Model Schools financial Regulations issued by the s151Officer.

44.2 The Finance Committee shall report any proposed amendments to the full Governing Body for ratification and any such action being minuted.

44.3 The Head Teacher shall ensure that all Governors and staff involved in financial matters are aware of any changes made to the Financial Regulations of the School.

44.4 Copies of the adopted financial regulations, as amended, will be made available to all staff involved in the financial administration of the school.

45 Carbon Reduction Commitment (CRC)

Explanatory Notes: *The local authority needs to use primary documents in their annual evidence packs of carbon emissions for the Carbon Reduction Commitment (CRC) scheme Phase 1 until April 2014. The local authority will probably not qualify for CRC Phase 2 of the scheme – but this has not been finally confirmed by the scheme administrators, the Environment Agency, yet. It is not clear whether another government scheme will replace or supersede the CRC for schools. Schools are therefore advised to continue to monitor their utility use and pass the invoicing information, if requested to the Energy & Carbon Reduction team at the local authority.*

45.1 The school can request annual statements from its energy suppliers. Standard

unmetered supplies (UMS) are considered to be estimates, which attract an upward adjustment factor of 10 per cent. It is therefore important that the school takes actual meter readings, rather than rely on utility suppliers estimates, and forward those meter readings on a regular basis to their utility suppliers (for gas, electricity and water). Furthermore, the School needs to manage its energy consumption as efficiently as possible.

45.2 The Environment Agency audits 20 per cent of organisations per year. Audit selection is based upon an assessment of risk. There are civil penalties for non-compliance; however, it is not clear if this will be charged directly to schools.

45.3 A number of organisations offer practical tips for reducing an organisation's carbon footprint. Useful web links are:

Public Sector Decarbonisation Scheme - GOV.UK (www.gov.uk)

Annex A

Responsibility for Redundancy and Early Retirement Costs

This guidance note summarises the position relating to the charging of voluntary early retirement and redundancy costs. It sets out what is specified in legislation and provides some examples of when it might be appropriate to charge an Individual School's Budget, the central Schools Budget or the Local Authority's non-schools budget.

Section 37 of the 2002 Education Act says:

(4) costs incurred by the Local Authority in respect of any premature retirement of a member of the staff of a maintained school shall be met from the school's budget share for one or more financial years except in so far as the Local Authority agree with the Governing Body in writing (whether before or after the retirement occurs) that they shall not be so met.

(5) costs incurred by the Local Authority in respect of the dismissal, or for the purpose of securing the resignation, of any member of the staff of a maintained school shall not be met from the school's budget share for any financial year except in so far as the Local Authority have good reason for deducting those costs, or any part of those costs, from that share.

(6) The fact that the Local Authority have a policy precluding dismissal of their employees by reason of redundancy is not to be regarded as a good reason for the purposes of subsection (5); and in this subsection the reference to dismissal by reason of redundancy shall be read in accordance with section 139 of the Employment Rights Act 1996 (c. 18).

The default position, therefore, is that premature retirement costs must be charged to the School's Delegated Budget, while redundancy costs must be charged to the Local Authority's budget.

In the former case, the Local Authority has to agree otherwise for costs to be centrally funded, while in the latter case, there has to be a good reason for it not to be centrally funded, and that cannot include having a no redundancy policy.

Ultimately, it would be for the courts to decide what a good reason was, but the examples set out below indicate the situations in which exceptions to the default position might be taken.

Charge of dismissal/resignation costs to delegated school budget:

- If a school has decided to offer more generous terms than the Local Authority's policy, then it would be reasonable to charge the excess to the school.
- If a school is otherwise acting outside the local authority's policy
- Where the school is making staffing reductions which the Local Authority does not believe are necessary to either set a balanced budget or meet the conditions of a licensed deficit.
- Where staffing reductions arise from a deficit caused by factors within the school's control
- Where the school has excess surplus balances and no agreed plan to use these
- Where a school has refused to engage with the Local Authority's redeployment policy

Charge of premature retirement costs to Local Authority non-school budget:

- Where a school has a long-term reduction in pupil numbers and charging such costs to their budget would impact on standards.
- Where a school is closing, does not have sufficient balances to cover the costs and where the central Schools Budget does not have capacity to absorb the deficit.
- Where charging such costs to the school's budget would prevent the school from complying with a requirement to recover a licensed deficit within the agreed timescale
- Where a school is in special measures, does not have excess balances and employment of the relevant staff is being/has been terminated as a result of Local Authority or government Intervention to improve standards.

Costs of early retirements or redundancies may only be charged to the central part of the Schools Budget where the expenditure is to be incurred as a result of decisions made before 1st April 2013. Costs may not exceed the amount budgeted in the previous financial year.

The Local Authority can retain a central budget within the schools' budget to fund the costs of new early retirements or redundancies by a deduction from maintained school budgets (excluding nursery schools) only, where the relevant maintained school members of the Schools Forum agree.

It is important that the Local Authority discusses its policy with its Schools Forum. Although each case should be considered on its merits, this should be within an agreed framework. It may be reasonable to share costs in some cases, and some authorities operate a panel to adjudicate on applications.

A de-delegated contingency could be provided, if Schools Forum agrees, to support individual schools where "a Governing Body has incurred expenditure which it would be unreasonable to expect them to meet from the school's budget share".

For staff employed under the community facilities power, the default position is that any costs must be met by the Governing Body and can be funded from the school's delegated budget if the Governing Body is satisfied that this will not interfere to a significant extent with the performance of any duties imposed on them by the Education Acts, including the requirement to conduct the school with a view to promoting high standards of educational achievement.

Section 37 now states:
(7) Where a local education authority incur costs –

(a) In respect of any premature retirement of any member of the staff of a maintained school who is employed for community purposes, or

(b) in respect of the dismissal, or for the purpose of securing the resignation, of any member of the staff of a maintained school who is employed for those purposes, they shall recover those costs from the Governing Body except in so far as the Local Authority agree with the Governing Body in writing (whether before or after the retirement, dismissal or resignation occurs) that they shall not be so recoverable.

(7A) Any amount payable by virtue of subsection (7) by the Governing Body of a maintained school in England to the Local Authority may be met by the Governing Body out of the school's budget share for any funding period if and to the extent that the condition in subsection 7(B) is met.

(7B) The condition is that the Governing Body are satisfied that meeting the amount out of the school's budget share will not to a significant extent interfere with the performance of any duty imposed on them by section 21(2) or by any other provision of the Education Acts.

(8) Where a person is employed partly for community purposes and partly for other purposes, any payment or costs in respect of that person is to be apportioned between the two purposes; and the preceding provisions of this section shall apply separately to each part of the payment or costs.

HARINGEY SCHEME OF FINANCE

ANNEX B
LIST OF LOCAL AUTHORITY MAINTAINED SCHOOLS AS AT SEPTEMBER 2024

DFES Num	Cost Centre	SECTOR
1000	Pembury	Nursery
1001	Rowland Hill	Nursery
1003	Woodland Park	Nursery
2078	Alexandra Primary	Primary
2003	Belmont Infant School	Primary
2002	Belmont Junior School	Primary
2005	Bounds Green Infant School	Primary
2004	Bounds Green Junior School	Primary
2083	Bruce Grove	Primary
2009	Campsbourne School	Primary
3511	Chestnuts	Primary
2029	Coldfall Primary	Primary
2058	Coleridge Primary	Primary
2075	Crowland Primary	Primary
2080	Earlham Primary	Primary
2020	Earlsmead Primary School	Primary
2065	Ferry Lane	Primary
2022	Highgate Primary School	Primary
2025	Lancasterian Primary School	Primary
2063	Lea Valley Primary	Primary
2082	Lordship Lane Primary	Primary
3001	Mulberry	Primary
2085	Muswell Hill Primary School	Primary
3512	North Harringay Primary	Primary
3500	Our Lady of Muswell	Primary
2072	Rhodes Avenue Primary	Primary
2084	Risley Avenue Primary	Primary
2042	Rokesly Infant	Primary
2041	Rokesly Junior	Primary
2088	Seven Sisters	Primary
2046	South Harringay Infants	Primary
2045	South Harringay Junior	Primary
3000	St Aidan's	Primary
3507	St Francis de Sales Infant	Primary
3501	St Francis de Sales Junior	Primary
3509	St Gilda's RC Junior	Primary
3502	St Ignatius	Primary
3303	St James CE Primary	Primary
3510	St John Vianney	Primary
3508	St Martin of Porres	Primary
3306	St Mary's CE Primary	Primary
3505	St Mary's RC Infants	Primary
3503	St Mary's RC Junior	Primary
3302	St Michael's N6	Primary
3504	St Paul's RC Primary	Primary
3506	St Peter in Chains	Primary
2079	Stroud Green	Primary
2031	Tetherdown	Primary
2015	The Devonshire Hill Nursery & Primary School	Primary
2077	The Willow	Primary
2057	Tiverton Primary	Primary
2062	Welbourne Primary	Primary
2051	West Green	Primary
2076	Weston Park Primary	Primary
4032	Fortismere	Secondary
4033	Gladesmore Community	Secondary
4030	Highgate Wood School	Secondary
4029	Hornsey School for Girls	Secondary
4037	Park View Academy	Secondary
7000	Blanche Nevile	Special
1101	Haringey Learning Partnership	Special
7006	Riverside	Special
7005	The Brook	Special
7001	The Vale	Special

Glossary of Terms

AUDIT
An independent examination of the financial procedures and controls within schools carried out by an independent auditor.

BACS
Bankers' Automated Clearing Services. A not-for-profit industry body which operates a scheme for the electronic processing of financial transactions in the United Kingdom.

BANKERS' DRAFT
A Banker's draft is a cheque issued by a bank itself. People often use a banker's draft when making large purchases, like a car. They get this by transferring money out of their account to their bank. In return the bank gives one of their cheques (banker's draft). This means that the draft will not bounce.

BANK MANDATE
It is a written order to a bank that asks the bank to open an account. It also names the person(s) allowed to sign checks on behalf of the school.

BEST VALUE
The Best Value principles are often summed up as the 4 C's:

- **C**hallenge why, how and by whom a service is provided
- **C**ompare performance with that of others
- **C**onsult with service users, the local community etc.
- use fair **C**ompetition, wherever practicable, to secure efficient and effective services.

BUDGET
The representation in financial terms of a school's plans for a given period of time.

BUDGET MONITORING
It is a process of measuring how closely an organization meets its objectives in terms of its finances. It involves the comparisons of Budget to Actual.

BUDGET SHARE
The share of the Individual School Budget (ISB) allocated to an individual school. It is also referred to as the school's delegated budget.

CAPITAL EXPENDITURE
Expenditure on acquisition of an asset or expenditure that adds to and not merely maintains the value of an existing asset.

CAPITAL FUNDS
Money set aside for the purchase of capital or fixed assets, such as land or equipment.

CASH FLOW
The movement of money into or out of a business over a specified, limited period of time.

CHAPS
Clearing House Automated Payment System. It is a same-day automated payment system for processing payments made within the UK. It is primarily used for very high value payments and is used by corporates who make large numbers of these payments, but it can be used by individuals too, there is normally a charge of £30.00

CHEQUE SIGNATORIES
The Officers allowed signing cheques as stipulated in the bank mandate.

CHIEF FINANCE OFFICER
Section 151 Officer – A Key officer in the council who leads and directs the financial function. The Chief Finance Officer is sometimes called the Director of Finance.

CONSISTENT FINANCIAL REPORTING (CFR)
A standard framework produced by the Department for Education, which schools can code their income and expenditure to support benchmarking and enable simple reports to be produced for governors and local authorities.

COUNCIL'S ACCOUNTING POLICY
The accounts of the London Borough of Haringey have been prepared under the historic cost convention, modified by revaluation of non-current assets in accordance with the Accounting Code of Practice.

COUNCIL'S AUDIT, FRAUD AND RISK SECTION
Section that deals with internal audit, fraud prevention, detection and investigation, council's risk management and strategy and also providing insurance.

COUNCIL'S FINANCIAL LEDGER
SAP Financial System.

COUNCIL'S PROCUREMENT MANUAL
The Procurement Manual provides guidance on the process to be followed when considering letting a contract for goods or services and its management.

COUNCIL'S TREASURY MANAGEMENT SECTION
The section deals with the management of the local authority's investments, cash flows, banking, money market, pensions and capital transactions.

CREDIT CARDS
A card issued by a financial company giving the holder an option to borrow funds, usually at point of sale. Credit cards charge interest and are primarily used for short-term financing. Interest usually begins one month after a purchase is made and borrowing limits are pre-set according to the individual's credit rating.

CREDITORS
Amounts of money owed by the school for goods or services received.

DEBIT CARDS
An electronic card issued by a bank which allows bank clients access to their account to withdraw cash or pay for goods and services. This removes the need for bank clients to go to the bank to remove cash from their account as they can now just go to an ATM or pay electronically at merchant locations. This type of card, as a form of payment, also removes the need for checks as the debit card immediately transfers money from the client's account to the business account.

DEBTORS
Amounts of money owed to the school for goods or services received.

DEDICATED SCHOOLS GRANT (DSG)
A grant payable to local authorities in support of Schools Budgets under section 14 of the Education Act 2002.

DEPARTMENT OF EDUCATION
The Government Department responsible for policy and funding the education of all pupils from ages of 2 to 25 years old (if they are in continuous education) in England.

DE-DELEGATED BUDGET
A budget devolved to school, then Schools' Forum approves on behalf of all schools to devolve back to the local authority to manage on school's behalf. Staff support/Trade Union duties are current de-delegated budget.

DEFICIT BUDGET
A budget where a school plans to spend more than its expected income over a given period of time usually a year.

DEVOLVED CAPITAL PROJECTS

The Capital Projects a school plans to undertake over a period covering the current and several future years.

DIRECT DEBIT
A direct debit is an agreement between an organisation and their bank/ building society, which authorises the bank/building society to allow another organisation to collect a regular or irregular payment from their account.

DBS CHECK
A criminal record check processed through the Disclosure and Barring Service (DBS). The Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) merged into the Disclosure and Barring Service (DBS) in 2012. CRB checks are now called DBS checks.

DEPOSIT SLIPS
A small written form that is sometimes used to deposit funds into a bank account. A deposit slip indicates the date, the name of the depositor, the depositor's account number and the amounts of cheques, cash, and coin being deposited. The bank clerk typically verifies the funds received against the amounts listed on the deposit slip. The deposit slip is processed

to indicate it was received and hands any requested cash to the customer.

CAPITAL CLOSE DOWN RETURN
Year-end report for Schools that have received capital payments from the local authority are required to submit a closedown schedule that details capital income for the year together with capital expenditure and carry forward balances.

FINANCE LEASE
A contractual agreement for the use of an asset, where in substance the risks and rewards associated with ownership reside with the user of the asset (lessee) rather than the owner (lessor). Schools are not allowed to go into Finance Leases.

FINANCIAL CLAW-BACKS
This applies to Early Years Block Funding. This arises when actual hours delivered in a calendar year is less than budgeted.

FINANCIAL PROBITY
Strict adherence to a financial code of practice or an expected standard.

FINANCIAL YEAR
This covers the period from 1st April to 31st March.

FMS
The SIMS Financial Management System (FMS) is a software package produced by Capita Business Services Ltd that enables schools to manage all their key financial processes with an integrated double-entry accounting system.

HM REVENUE AND CUSTOMS (HMRC)
HMRC is the UK's tax authority. It is responsible for making sure that money is available to fund the UK's public services and for helping families and individuals with targeted financial support.

INCOME TAX
This is a government tax on the earned and unearned income of individuals and trusts. It usually varies according to the level of income or profits (taxable income) of the taxpayer.

INSURANCE
A contract (policy) in which an individual or entity receives financial protection or reimbursement against losses from an insurance company. The company pools clients' risks to make payments more affordable for the insured.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)
From the 1 April 2010, the rules governing the production of the council's external financial reporting have changed. Local Authorities across the country are required to adopt a new code of practice based on internationally agreed set of financial rules.
These are commonly referred to as International Reporting Standards (IFRS). This Standard requires a greater level of analysis and disclosure.

INVENTORIES
Inventory or stock refers to the goods and materials that a school holds for the ultimate purpose of use.

INVENTORY/ASSET REGISTER
An asset register is a statement showing the assets that are owned by schools. It consists of clearly stated costs of assets both direct and incidental, the date of purchase, the suppliers name and address, serial number, internal reference number, and depreciation rate and method.

INVITATION TO TENDER
A call for bids, call for tenders, (often called tender for short) is a special procedure for generating competing offers from different organisations.

INVOICE
A commercial document issued by a seller to a buyer, indicating the products, quantities, and agreed prices for products or services the seller has provided the buyer.

IRRECOVERABLE DEBTS
A debt that will never be paid to the person to whom it is owed and must be written off against the allocated budget.

MONEY ORDERS
A money order is payment order for a pre-specified amount of money. As it is required that the funds be prepaid for the amount shown on it, it is a more trusted method of payment than a cheque.

NATIONAL INSURANCE
In the United Kingdom the system of compulsory payments by employees and employers to provide state assistance for people who are sick, unemployed, or retired.

NON-PUBLIC FUNDS
School Private/Voluntary funds e.g. donations from parents, pupils and other benefactors. These funds are to be used to complement those provided by the local authority and are not part of the delegated funds from the local authority.

NOTICE TO TENDER
Tendering process in which qualified suppliers or contractors are invited to submit sealed bids for construction or for supply of specific and clearly defined goods or services during a specified timeframe. Also called request for tenders.

OPERATING LEASE
An **operating lease** is a lease whose term is short compared to the useful life of the asset or piece of equipment being leased. It a very short-term agreement for the temporary hire of an asset.

PETTY CASH IMPREST
Petty Cash imprest is a small amount of cash on hand that is used for paying small amounts owed, rather than writing a cheque.

PRIVATE FINANCE INITIATIVE (PFI)
PFI started in 1997/98 which is a way of creating "public–private partnerships" (PPPs) by funding public infrastructure projects with private capital.

POSTAL ORDERS
A Postal Order is used for sending money through the mail. Postal Orders work in a similar way to cheques, but without the need for a bank account.

PURCHASE ORDER (PO)
A written sales contract between buyer and seller detailing the exact merchandise or services to be rendered from a single vendor. It specifies payment terms, delivery dates, item identification, quantities, shipping terms and all other obligations and conditions.

REVENUE FUNDS
Funds that are not meant for Capital Expenditure.

SCHOOL BUDGET
The budget represents a statement of the school's planned expenditure and income.

SCHOOL FUNDS
Any fund other than an official fund of the Authority which is controlled wholly or in part by an Authority or by the Governors of a school maintained by the Authority. Such funds are also sometimes referred to as Unofficial Funds.

School Funds are intended to finance activities that are not generally supported by funding from the local authority. Income is generally derived from fund raising and voluntary contributions. Expenditure is incurred on extra-curriculum activities, provision of additional equipment and transport, charitable donations and support to financially disadvantaged pupils. Expenditure should be appropriate and be for the benefit of the pupils.

SCHOOLS FINANCIAL VALUE STANDARDS (SFVS)
The SFVS replaced the Financial Management Standard in Schools (FMSiS). It was designed in conjunction with schools to assist them in managing their finances and to give assurance that they have secure financial management in place. The standard is a requirement for local authority-maintained schools.

STANDING ORDER
Standing orders are a way of setting up a regular, fixed payment from a bank account. The difference between a standing order and a direct debit is that only the account holder can change the date or payment amount on the standing order. With a direct debit these details can be changed by the person or company that the money is being paid to.

SUPERANNUATION
Funds deposited in a special (superannuation) account that grows typically without any tax implications until retirement or withdrawal.

TEACHERS' PENSION AGENCY
The organisation responsible for administering **teachers**' **pensions** on behalf of the government, Contact details:
https://www.teacherspensions.co.uk/public/contact-us/employer-contact-us.aspx

Phone number: 0345 3003756 (8.30am – 6pm Monday to Friday)

TRAVELLING AND SUBSISTENCE CLAIMS

Travel and subsistence expenses describe the cost of spending on travel done in the course of business or work, hotels, sundry items. Schools may refund these costs on the basis of an itemised list.

TYPES OF SCHOOLS

State schools receive funding directly from the local authority, and different types are:

- Community schools – sometimes called maintained schools and are controlled by the local council and operate based on their rules and follow the national curriculum.
- Faith schools
- Foundation schools – (also known as voluntary schools) which have more freedom than community schools in which they operate and are managed by the Governing body who is the employer.
- Voluntary schools – (also known as foundation schools) which have more freedom than community schools in which they operate and are managed by the Governing body who is the employer.
- Grammar schools – run by the council and typically have a selection process like an exam, to gauge the ability of students and offer places to those that excel.
- State boarding schools – offer free education but have fees for boarding. These schools tend to be academies but can be free schools or run by the council.
- Private schools – also referred to as independent schools, private schools charge fees rather than being funded by government and it is not compulsory for students to be taught the national curriculum.
- City technology colleges – these usually are situated in urban areas and have a target towards teaching science and technology and are funded by the government with contributions from companies.
- Academies – independent schools that are funded directly by the government and do not have to follow the national curriculum.
- Free schools - independent schools like academies that are directly funded by the government. They are non-profit organisations and are allowed to deviate from the national curriculum but cater for every pupil's ability. They are not permitted to use selection processes. They can implement their own payroll and conditions for staff and change the length of terms and the school days. There are also different types of free schools, being university technical colleges that focus on subjects such as engineering and studio schools that teach through projects.
- Special schools – can be council led or academy status but educate pupils with identified special education needs and disabilities (SEND) and usually specialise in areas:
    - Communication and interaction
    - Cognition and learning
    - Sensory and physical needs
    - Social, emotional and mental health
    - Providing additional support focusing on speech, language and communication needs (SLCN)

VALUE ADDED TAX (VAT)

VAT is a tax that is charged on most business transactions in the UK. VAT is charged when a VAT-registered business sells to either another business or to a non-business customer. When VAT-registered businesses buy goods or services they can generally reclaim the VAT they've paid. Some things are exempt from VAT e.g., postage stamps and some financial and property transactions.

VIREMENTS
The movement of funds from one budget heading to another within the school's delegated budget.

WAIVER
An authorised departure from the council's Contract Procedure Rules. This may only be applied with limited application.

WRITE-OFF
A write-off is a reduction of the recognized value of something. In accounting, this is recognition of the reduced or zero value of an asset.

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Report for:	Cabinet - 10 February 2026
Item number:	20
Title:	Pride in Place Funding
Report authorised by:	Jess Crowe, Corporate Director of Culture, Strategy and Communities
Lead Officer:	Abigail Stratford, Director of Placemaking & Community Development
Ward(s) affected:	All
Report for Key/ Non Key Decision:	Key Decision

1. Describe the issue under consideration

1.1. This report is seeking approval to draw down, allocate and spend £1.5 million 'Pride in Place' funding.

1.2. The Pride in Place Impact Fund is a new capital funding programme from the Ministry of Housing, Communities and Local Government ("MHCLG") designed to support visible improvements in local communities. It aims to foster pride, improve public and community spaces, and revitalise high streets.

1.3. Approval is required at this time to enable the Council to deliver the shortlisted schemes before the March 2027 deadline.

2. Cabinet Member Introduction

2.1. We're passionate about creating a fairer, greener Haringey – a borough that truly stands out. Haringey is extraordinary: the world in one place, rich in diversity and character. It's a borough of opportunity, powered by vibrant communities, cherished green spaces, and exciting milestones ahead. With London Borough of Culture 2027 and UEFA Euro 2028 ahead, we'll celebrate our communities and showcase the spirit that makes Haringey unique.

2.2. With £143 million less in real terms every year than in 2010, we've had to be smarter and more focused to deliver on residents' aspirations. The Pride in Place Impact Fund – a £1.5 million capital investment from the Ministry of Housing, Communities and Local Government – is designed to deliver improvements that make a real difference for local communities. This funding

gives the Council a unique opportunity to respond quickly and effectively to hyper-local challenges identified by residents themselves.

2.3. Through strong, ongoing engagement with a wide range of local stakeholders, the Council has developed a shortlist of projects that reflect local needs and align with community aspirations. This collaborative approach ensures we deliver on a bold, shared vision for the future of the borough and make Haringey an even better place to live.

3. Recommendations

3.1. Cabinet is recommended to:

i. Accept the grant of £1.5m from the MHCLG in accordance with Contract Standing Order (CSO) 21.01 (Cabinet approval required to accept 3rd party grants of £500,000 and above);

ii. Increase the approved General Fund capital programme by £1.5m to deliver the schemes as set out in section 6 of this report; and

iii. Delegate authority to the Corporate Director of Culture, Strategy & Communities to vary the schemes and budgets within the overall grant received.

4. Reasons for decision

4.1. This investment provides a unique opportunity to enable the Council to deliver not only on its own corporate priorities, but also the priorities of local people and stakeholders. These priorities have been identified and developed through extensive engagement as part of Shaping Tottenham and Shaping Wood Green, in alignment with the principles outlined within the Haringey Deal.

4.2. As well as making physical improvements within the borough, delivery against these priorities will build on prior engagement, further strengthen the relationships the Council holds with local people, amplify the needs and voices of the seldomly heard, and enhance levels of civic pride across the whole borough.

4.3. Approval to accept the grant will enable the Council to begin the process of project delivery and start spending the funding. As the funding has a deadline of March 2027, it is essential that spend can begin as soon as possible to enable this deadline to be met.

4.4. It is likely that unspent monies will need to be repaid back to the funder, and approval to accept the funding in February 2026 will reduce the risk of this happening in March 2027.

4.5. The first tranche of funding was received in October 2025 when the MOU was signed, and is currently in the holding account. Approval to accept the grant will enable the monies to be allocated to the relevant areas, so that spend can begin.

4.6. The allocation against each project is indicative at this stage, and project proposals are high level and will undergo further scoping and refinement. Delegating the authority to the Corporate Director of Culture, Strategy and Communities to vary the schemes and budgets within the overall grant received will enable any and all required changes to the programme to be made, as more detailed information becomes available during the process of project refinement.

5. Alternative options considered

5.1. **Do nothing** – a do-nothing option would result in the funding being required to be repaid to MHCLG. This would result in non-delivery of the shortlisted projects, and the opportunity to deliver Council and stakeholder priorities would be lost.

5.2. **Make decision at a later date –** the funding has a spend deadline from MHCLG of March 2027. Although shortlisted projects were pre-selected partially based on their ability be delivered by this date, a decision on the allocation is required from Cabinet in in February 2026 to mitigate the risk of delays and enable the Council to meet this deadline.

5.3. **Fund projects utilising Council borrowing** – the Council is not currently in the financial position to fund these projects itself. Delivery is contingent on grant funding from MHCLG's Pride in Place programme.

6. Background information

6.1. In the 2025 Spending Review, the Government announced funding for 95 areas selected for the Pride in Place Impact Fund, targeted at areas 'in need' with the aim of addressing deprivation and building resilient, prosperous, and inclusive communities.

6.2. Haringey suffers from high levels of deprivation, mainly concentrated in the east of the borough. It is ranked as the 6th most deprived borough in London. High levels of child poverty, above average levels of unemployment, housing pressures and health inequalities contribute to the levels of deprivation and

highlight the urgent need for targeted investment. Through in-depth ongoing engagement, local people have highlighted their priorities for investment and improvement to the Council.

6.3. At the same time, Haringey is a borough of huge opportunity. Home to vibrant communities, a strong voluntary sector, much loved green spaces, a dynamic creative sector, and an ambitious co-designed vision for the future of key town centres outlined in Shaping Tottenham and Shaping Wood Green. The upcoming London Borough of Culture in 2027 and UEFA Euros in 2028 will create opportunities for local people and businesses, and also put the borough on a global stage; attracting attention and visitors from around the world. The £1.5 million Pride in Place funding provides a unique and exciting opportunity to address the borough's challenges and build on its many strengths in a hyperlocal, targeted way.

6.4. The allocation to Haringey is part of a much larger £150 million national fund. Haringey is one of 95 pre-selected local authorities to receive funding. Working with local stakeholders including MPs, local authorities are encouraged to invest Pride in Place funding in ways that will increase pride in local neighbourhoods, which in turn create economic growth and opportunities for local people.

6.5. The Haringey allocation is £1.5 million, which will be awarded in two tranches: £750k for financial year 2025/26 upon signing of the Memorandum of Understanding, and another £750k in 2026 for financial year 2026/27. The funding deadline to have all the funding spent is March 2027. The first tranche of funding was received in October 2025. The funding is 100% capital, with no revenue funding, but recipients can capitalise some project delivery costs where appropriate (e.g. project management costs and design fees)

6.6. To maximise the impact of the Pride in Place Impact Fund and broaden its reach, local authorities are encouraged to explore opportunities to leverage funding and/or seek match funding for initiatives, however this is not compulsory.

6.7. Local authorities can invest in one or more of the following categories, there is no requirement to undertake projects under all the objectives:

- *Community spaces: creating, extending, improving or refurbishing existing community facilities and enabling community organisations to take control or ownership of underused but valued local assets.*

- *Public spaces: enhancing the physical environment in public spaces - examples of initiatives include new or improved green spaces or public*

squares, improved outdoor play, sports and leisure spaces, installing street furniture, public art or wayfinding.

- *High street and town centre revitalisation: making these areas more attractive and welcoming places where people congregate and which encourage economic activity. Examples of initiatives that could be funded are shop frontage improvements, adaptations that bring premises back into use, streetscape improvements, public art, trails and wayfinding, and creating or improving the infrastructure for regular markets*

6.8. When it was announced that Haringey would be in receipt of £1.5m Pride In Place funding, teams from across the Council created a shortlist of circa 30 capital projects which could be delivered by March 27, meet the grant funding requirements and delivered on 'Pride in Place' aspirations.

6.9. The shortlisted projects proposed by officers were refined further in consultation with Members. MPs for the three main constituencies represented within the borough were then consulted to agree the final Pride in Place Funded Projects. The shortlisted projects are set out in the table below.

Project Shortlist				
Area	**Project**	**Description**	**To engage**	**Indicative Value***
Borough Wide	Replacing removed trees to maintain canopy cover in low canopy areas	The project will seek to replace lost trees in low canopy areas from both parks and streets across the three constituencies over the next two years. Phase 1 will seek to replace lost trees in three important park locations (total 40 trees) and Phase 2 will seek to target streets across the three constituencies which have lost street trees in recent years (total 60 trees 3x 20).	Relevant Friends of Parks groups, residents associations	£100,000
	Paddling Pool upgrades	Project to upgrade paddling pools at Bruce Castle Park, Lordship Recreation Ground and Priory Park to current health & safety and accessibility standards. Pools are widely used by families across the borough and visitors from other boroughs. All three pools need	Friends of Parks, Park Cafes, Haringey SEND families	£200,000

		drainage replacement to ensure long-term availability.		
	Lymington Avenue Improvements	Project to enhance the physical condition of the street to increase dwell time, improve the experience of those transiting through, and support the new street market and the London Borough of Culture. Interventions would include deep cleaning, pigeon proofing, pavement resurfacing, improved seating and lighting, and a project with Rising Green youth hub to improve their façade.	The Mall, Wood Green BID, Rising Green Youth Hub, local businesses and The Identity School of Acting.	£310,000
Hornsey & Friern Barnet	Ducketts Common	This project involves investment in the outdated children's play area within the park. The existing wooden structure and other play elements are at the end of their life, offering little value. The northern section of park and basketball courts have received investment, but the play area was excluded from this. The play area is heavily used and provides an important play experience for local children. The nearest alternative (Fairlands Park) is small with limited facilities and mainly serves hyperlocal residents.	Friends of Ducketts Common, Café Roj, North Haringey Primary School	£150,000
	Hornsey rail bridge artworks and lighting improvements	Improving the 'gateway' into Turnpike Lane and Wood Green through interventions to the rail bridge, including public art and improved lighting.	Wood Green BID, Turnpike Lane Traders Association	£100,000
Tottenham	DIY Skate Park	Support long-term community use of an underused under croft for a grassroots skating group. Council	Skateboarder group, Harris	£220,000

		requires group to enter a lease, ensuring space is made safe and access/security improved. Low-cost, impactful measures would create a safe, accessible facility for the skating community, children, and families. Investment would fund new gates and digital locking, restricting access to concealed spaces, adding lighting and CCTV.	Academy Tottenham	
	Northumberland Park estate public realm at Somerford Grove	The Metropolitan Police have carried out an Environmental Visual Audit (EVA), and generated recommendations for improvements. The proposed public realm project for Somerford Grove aims to deliver EVA suggestions, build community ownership and pride after paused regeneration and years of underinvestment, work with residents to design and implement improvements and support the 'Clear Hold Build' initiative.	The Vale Dukes academy The CDG Lee valley Project 2020 Relevant local RAs	£200,000
	Lordship Recreation Ground: New nature play area	Proposal for a new natural play area at the Lordship Lane entrance of the park which would provide local play for Tower Gardens estate residents and disrupt long-standing anti-social behaviour at that location. Friends of Lordship Rec have been consulted on this proposal, and delivery would include ongoing close collaboration with Friends group.	Friends of Lordship Rec, Atlas House residents and neighbouring homes, Local SNT	£160,000
	Bruce Castle Park ancient/veteran tree protection	Permeable pathway and other improvements to protect and support Haringey's oldest tree.	Friends of Bruce Castle Park, Tottenham Trees, Friends of Bruce Castle Museum	£60,000

	Total	**These indicative budgets will need to allow for fees, surveys and project management costs.*	**1,500,000**

6.10. Risks associated with the programme are as follows:

Risk	**Summary**	**Mitigation**
Spending deadline	MHCLG requires that funding is committed by 31 March 2027.	• Projects put forward for funding have 'delivery by March 2027' as a core requirement. • Projects to build on existing data, relationships, networks and priorities. • Seeking Cabinet approval at this time to agree the list of projects, so that delivery can commence ASAP.
Competing priorities for investment	There are a broad range of projects and interventions which could be funded across the borough	• The majority of the funding has been divided between projects within the three main constituencies represented in the borough
Limited time for engagement	The timeline of the programme leaves limited time to undertake in depth engagement with local stakeholders	• The Pride in Place projects have been developed and informed by the previous in-depth engagement with communities on their aspirations and priorities for their local area – e.g. through Shaping Tottenham and Shaping Wood Green • Prior engagement has enabled the Council to develop strong relationships with stakeholders, which will be drawn on for delivery of this programme. • Projects developed and proposed based on engagement with Members and MPs

<u>Project Timescales</u>

6.11. The below is a high level, indicative timeline for the delivery of projects within the Pride in Place programme. A detailed programme for each project will be created, and this programme wide timeline will be updated following Cabinet approval.

Date	**Milestone**
October 2025	MOU signed
October 2025	First payment received
Nov 2025	Project shortlist created
Dec 2025	MPs engaged on project shortlist
Feb 2026	Funding allocation / shortlist approved at Cabinet

March 2026	Project delivery begins
16th Feb 2026	Submit first monitoring report
March 2026	Outputs and monitoring approach agreed
May 2026	Submit second monitoring report
July 2026	Second payment received
Oct 2026	Submit third monitoring report
March 2027	All projects delivered
March 2027	Funding deadline
June 2027	Submit final monitoring report

Procurement, Governance and Monitoring

6.12. Indicative project costs range in value per project from £60k - £300k. Depending on the value of the works within each project, the project manager will engage with the Procurement service to develop a compliant but expedient approach to delivery.

6.13. Indicative project budgets are inclusive of capitalised delivery costs including project management, consultant fees, survey costs etc.

6.14. A number of projects (particularly those in parks and those delivered by the Highways service) can be delivered by term contractors or utilising existing frameworks to ensure exemplary design and high-quality delivery whilst adhering to ambitious funding deadlines.

6.15. Delivery of the Pride in Place programme will be overseen by the Placemaking Culture and Communities Board to ensure the cross-directorate, collaborative approach taken to date is maintained and to ensure all projects remain on track given the large number of delivery teams involved. Individual projects will have their own governance routes which will be developed by project manager and agreed with the relevant project team and PMO team.

6.16. Haringey Council is the accountable body for the fund and will be required to submit an initial high level monitoring report in Feb 2026, which includes a summary of the approach to stakeholder engagement and an initial spend forecast

6.17. The Council will determine which of the fund's metrics to use for monitoring and create a bespoke approach, suited to the specific projects that are being funded.

6.18. The Programme and Project Baseline reports for 2025–26 and subsequent reports will be submitted through Access Grant Funding, which is an online monitoring portal.

6.19. The first report is due on 16th Feb 2026. In this first report the Council will be asked to provide:

- An update on progress
- A summary of stakeholder engagement, including engagement with local MPs
- An initial forecast of the proposed allocation under the three PiP themes.

Engagement

6.20. The Pride in Place shortlisted projects have been developed and informed by the previous in depth engagement undertaken with communities on their aspirations and priorities for their local area, including through Shaping Tottenham and Shaping Wood Green. The Council can therefore be confident that the proposed projects meet local need, and address key challenges and opportunities highlighted by local people.

6.21. In addition, the shortlisted Pride in Place projects were developed and informed by engagement and feedback from Members and MPs. Members and MPs will continue to be updated and engaged on the projects as they are progressed and delivered. Local Ward Councillors will also be engaged with throughout.

6.22. The Council holds strong relationships with communities and a broad range of stakeholders across the borough. The Council will meaningfully engage with these communities and networks as necessary on a project-by-project basis throughout delivery.

6.23. Through its local networks, the Council will reach out to stakeholders from seldom heard and minoritised groups, to ensure that all voices are equally heard.

6.24. Key networks that the Council will engage with include but are not limited to: resident associations, voluntary and community sector organisations, landowners, youth hub cohorts, traders networks, religious organisations, the Haringey Youth Panel, community hub users, friends of parks groups etc.

7. Contribution to Corporate Priorities

7.1. The project will enable a contribution to be made across several Council priorities.

7.2. The Haringey Deal - Through the Haringey Deal the Council is striving to build stronger relationships with residents and hear more from those often overlooked; build on the borough's incredible strengths, and work in partnership to solve challenges. The Pride in Place funding objectives align directly with this approach, emphasising the importance of projects which create tangible, impactful change for local communities. The shortlisted Pride in Place projects

are directly informed by in depth ongoing engagement with local stakeholders, including seldom heard voices and those in minoritised groups who are often left out of conversations about the future of their local area.

7.3. The Corporate Delivery Plan 2024 – 2026 – The Corporate Delivery Plan outlines the Councils strategic objectives, priorities and initiatives aimed at creating a fairer, greener borough. The plan is set out in eight separate themes:

- Resident experience and enabling success
- Responding to the climate emergency
- Children and young people
- Adults, health and welfare
- Homes for the future
- Safer Haringey
- Place and Economy
- Culturally rich borough

7.4. The range of different Pride in Place projects will deliver impactful change in various local places from parks to town centres to underused Council assets, in alignment with the above priorities. The projects are cross cutting and will benefit a diverse cross section of local people and visitors to the borough, contributing to the creation of a fairer, greener borough for all.

7.5. The Pride in Place programme will enable delivery on several priorities across both Shaping Wood Green and Shaping Tottenham. These are strategic visions for the future of the borough's key Placemaking areas, developed following extensive engagement with residents and other stakeholders.

- Shaping Wood Green:
  Culture at the Heart of Wood Green, North London's Town Centre for All, An Economy to Benefit Everyone, Putting the Green in Wood Green, Living Well and Welcoming Place.

- *Shaping Tottenham:*
  Inclusive and prosperous economy, Strong and resilient communities, Healthy and sustainable neighbourhoods, Safe and welcoming, Inclusive and prosperous economy

8. Statutory Officers comments

Finance

8.1. The recommendations of the report are to formally add the schemes identified in section 6 to the approved General Fund capital programme. The schemes

are 100% grant funded. Included within the scheme allocations are resources for project management to deliver the project.

Strategic Procurement

8.2. Strategic Procurement note the contents of this report and confirm Cabinet are required to approve receipt of 3rd party grants of £500,000 or more in accordance with CSO 21.01.

8.3. Strategic Procurement confirm there are no procurement related matters preventing Cabinet from accepting the recommendations stated in paragraph 3 of this report.

Director of Legal & Governance

8.4. This report seeks to draw down grant funding pursuant to a Memorandum of Understanding made between the Council and MHCLG, signed and dated 18 October 2025.

8.5. Pursuant to section 1 of the Localism Act 2011, the Council has the power to award funding, as it is permitted to do anything that individuals generally may do. This power can be exercised in any manner and for the benefit of the Council and its residents. Section 111 of the Local Government Act 1972 provides subsidiary powers to Local authorities to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of their functions. Section 151 of the Local Government Act 1972 requires local authorities to make arrangements for the proper administration of their financial affairs. These statutory powers permit the Council to accept and award the grant funding as per the Recommendations contained in this Report.

8.6. Whilst the MOU is not a legally binding agreement it is a condition that the grant fund must be committed by the 31 March 2027 and any uncommitted funding after this date must be repaid to MHCLG.

8.7. Paragraph 6.9 of this report states that the projects to be funded are based solely within the borough therefore as the grant funding is intended to be limited to this geographical area it is therefore not capable of influencing competition or investment nationally or distort trade globally due to its limited geographical impact. Nor does the proposed award of any grant funding falls within the definition of a subsidy under the Subsidy Act 2022. Furthermore, the award of any contracts for works in relation to the named projects for which grant funds will be used should comply with the relevant provisions of the Procurement Act 2023 and the Council's Contract Standing Order.

Equalities

8.8. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

- eliminate discrimination, harassment and victimisation and any other conduct prohibited under the act;
- advance equality of opportunity between people who share those protected characteristics and people who do not;
- foster good relations between people who share those characteristics and people who do not;

8.9. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex, and sexual orientation. Marriage and civil partnership status apply to the first part of the duty.

8.10. Although it is not enforced in legislation as a protected characteristic, Haringey Council treats socioeconomic status as a local protected characteristic.

8.11. The decision in this report is regarding accepting the Pride in Place Impact Fund. A £1.5 million capital investment from the Ministry of Housing, Communities and Local Government aimed at delivering improvements which benefit local communities.

8.12. Shortlisted projects have been identified for their ability to support the Council in delivering on its Public Sector Equality Duty, by advancing equality of opportunity between people who share those protected characteristics and people who do not, through tangible improvements to spaces which can be accessed by all and create opportunities for social cohesion, such as public spaces, parks and community facilities.

8.13. Additionally, the decision to accept the Pride in Place Impact Fund aligns with the duty to foster good relations. By investing in improvements that benefit local communities, the initiative has the potential to strengthen cohesion, promote inclusion, and create shared spaces that encourage positive interaction among diverse groups.

8.14. It is therefore anticipated that this decision will have a positive impact on individuals who share protected characteristics and will contribute to advancing equality across Haringey. By supporting inclusive improvements that benefit local communities, the initiative is expected to strengthen cohesion and promote fairness in line with the Council's Public Sector Equality Duty.

9. Use of Appendices

N/A

10. Background papers

Shaping Wood Green
Shaping Tottenham

MINUTES OF THE Cabinet Member Signing HELD ON Wednesday, 10th December, 2025, 9.45 - 10.00 am

PRESENT:

Councillors: Seema Chandwani

ALSO ATTENDING:

Chris Liasi – Principal Committee Coordinator, Greg Osborne - Head of Revenues, Benefits & Income, Kari Manovitch - AD for Customer Services.

17. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and this information was noted.

18. APOLOGIES FOR ABSENCE

There were none.

19. DECLARATIONS OF INTEREST

There was no urgent business.

20. URGENT BUSINESS

There were none.

21. DEPUTATIONS / PETITIONS / QUESTIONS

22. COUNCIL TAX HARDSHIP POLICY

The report had recommended approval of a new Council Tax Hardship Fund Policy to provide support for residents experiencing financial difficulties.

The cost-of-living crisis had placed many households under strain and affected Council Tax collection. The proposed policy had set out criteria and mechanisms for distributing funds to those in arrears or hardship, aiming to ease their burden.

Funding of £66,000 for the scheme had been agreed by the Cabinet Member for Resident Services and Tackling Inequality on 8 October 2025, subject to the establishment of a policy and application process. This report had therefore sought formal approval of that policy.

The Cabinet Member queried whether this policy was for 1 year only or permanent. It was stated that it would this is a policy that can continue. The funding will be dependent.

RESOLVED:

That the Cabinet Member for Resident Services & Tackling Inequality:

2.1 Approved the Council Tax Hardship Fund Policy set out in Appendix 1.

2.2 Delegated authority to the Corporate Director for Environment and Resident Experience, in consultation with the Cabinet Member for Resident Services and Tackling Inequality, to make amendments to this policy following annual review or changes in legislation.

Reasons for decision

Funding for a Council Tax Hardship Fund for 2025-26 was agreed in October 2025, and the fund cannot be administered without a policy.

Alternative options considered

The alternative option is to do nothing. The funding would not be spent on this purpose and a new decision would be required to reallocate the funding set aside in 2025-26. Financially vulnerable residents in council tax arrears would not receive proactive support to pay their bill

CABINET MEMBER:

Signed by Cabinet Member ……..

Date ……

MINUTES OF THE Cabinet Member Signing HELD ON Thursday, 11th December, 2025, 2.00 - 2.30 pm

PRESENT:

Cabinet Member: Councillor Lucia Das Neves

ALSO ATTENDING:

Jo Baty - Director of Adult Social Care, Quillian Turner - Business Support Officer - Adult Social Care P02, Rebecca Crib - Head of Commissioning & Quality Assurance.

23. FILMING AT MEETINGS

RESOLVED:

The filming at meetings notice was noted

24. APOLOGIES FOR ABSENCE

There were none.

25. DECLARATIONS OF INTEREST

There were none.

26. URGENT BUSINESS

There was none.

27. DEPUTATIONS / PETITIONS / QUESTIONS

There was none.

28. DIRECT PAYMENT PEER SUPPORT AND PERSONAL CARE ASSISTANTS

Haringey Council had remained committed to promoting wellbeing, independence and choice by helping residents take greater control over how their care and support needs were met. Direct Payments (DPs) had continued to be the Government's preferred mechanism for personalisation, enabling individuals to commission care that reflected their own priorities and lifestyles.
Disability Action Haringey (DAH) had been a key strategic partner, representing the Council's work with disabled residents, supporting co-production, advocating for those furthest from decision-making, identifying service gaps, and working with the Council to address these issues both strategically and operationally.

DAH had delivered two core services central to the personalisation agenda:

- Direct Payment Peer Support Service, offering independent, peer-based guidance to DP holders.
- Personal Assistant (PA) Market Development and Matching **Service**, supporting the recruitment, training and matching of PAs with DP employers.

Both services had aligned with Think Local Act Personal (TLAP) principles, ensuring impartial, empowering support that could not be replicated in-house without compromising independence.

DAH had also delivered these services in line with Adult Social Care's locality model. Each locality had been supported by an Independent Living and Direct Payment Officer embedded within Council teams, enabling close collaboration between DAH, social workers and the Direct Payments Team. Key features had included:

- Local drop-ins and outreach sessions across community venues.
- One-to-one case support, including budgeting, employment advice and peer mentoring.
- PA recruitment and matching through a dedicated coordinator.
- Peer support forums to encourage shared learning and confidence-building

The Cabinet Member **RESOLVED:**

3.1 The Cabinet Member for Health, Social Care & Wellbeing approved, in accordance with Contract Standing Order (CSO) 18.02.2 and CSO 2.01 (d) the extension of the contract for the provision of Direct Payment Peer Support and Personal Assistants Market Development, Recruitment and Matching Services with Disability Action Haringey (DAH) for a period of up to six (6) months from 1 April 2026 to 30 September 2026 as outlined in the original contract. The aggregated value of the contract including the proposed extension will not exceed £596k.

Reasons for decision:

4.1 In April 2024 Disability Action Haringey - the boroughs Disabled Peoples Organisation, and key strategic partner, was initially awarded a two-year contract with the option to extend for a further six months, to deliver Haringey's Peer-based Direct Payment (DP) Support and PA Market Development Services. Contract monitoring meetings have taken place throughout the duration of the contract between the provider and commissioner – and the DAH are providing a good service which meets contractual outcomes including the following key achievements: Outcomes & Outputs (April 2024 – September 2025)

- DP holders increased from 600 to 730 (+21%), with 766 active users representing 23.5% of community clients.
- 275 new and existing referrals supported; 187 achieved outcomes linked to independence and wellbeing.

- 188 outreach sessions, 32 staff inductions, and 17 peer forums held (100+ attendees).
- 60 active Personal (care) Assistants in register, supported via drop-ins and training.
- 100% satisfaction reported for accessibility and quality; no complaints received.
- DAH secured external funding from Skills for Care and Big Lottery Fund to expand training and IAG provision. Quality and Satisfaction • 100% of clients reported being better informed and confident in managing their DPs.
- 100% rated service quality as “excellent” for accessibility and responsiveness.
- Zero complaints received since service inception.
- Case studies consistently evidence improved quality of life, increased autonomy, and greater participation in community activities. Financial and Value for Money
- Contract value: £496.5k (two years).
- Expenditure to date: £372k with £27.5k underspend (5.5%) projected. Page 2
- Direct savings: £290k per annum through 76 new DP clients choosing care that costs £3.50/hr less than commissioned agency rates.
- Demonstrates strong financial efficiency alongside social value and community capacity building. Spend Control panel approval (SP1369) was received on 28 October 2025

4.2 CQC Assessment and ASC Improvement Plan The latest CQC assessment of Haringey’s adult social care functions (Feb 2025) notes that Haringey’s levels of Direct Payment users are in line with the national average — and that Haringey operates a dedicated Direct Payments team and a commissioned partner for DP support. However, the inspection also identified notable areas for development, including inconsistent exercise of choice, weaker information accessibility (especially for digitally or sensory-excluded groups) and challenges in market capacity to support self-directed care. In this context, the peer-based and independent model delivered by Disability Action Haringey addresses these gaps directly, strengthening choice, control and market capacity. The model is therefore aligned with inspection-requirements and supports ongoing improvement of Haringey’s DP offer.

4.3 With the existing contract due to expire on 31 March 2026 approval is therefore sought to utilise the six-month extension period, as allowed within the original decision, to: • Maintain continuity for DP holders and PAs;

- Continue achieving best value while embedding TLAP-aligned, independent practice; and

- Complete a commissioning review of the model and future options.

Alternative options considered:

Do nothing: Failure to extend the current contract would result in significant disruption for existing and potential DP Holders living in the borough. This would place the Council at risk of failing to meet its statutory duties under the Care Act 2014; particularly in relation to enhancing well-being, independence, and quality of life for disabled individuals with eligible care and support needs,

The Care and Support (Direct Payment) Regulations 2014, and Section 117(2C) of the Mental Health Act 1983.

Go out to tender: Considering the close proximity of the current contract expiry, procurement constrained timescales, and the ongoing strategic review of support services for DP recipients which will inform the future commissioning approach for this service—it is not considered feasible to undertake a full procurement exercise at this stage. Therefore, an interim continuation of the existing service delivery is deemed the most viable and pragmatic solution to ensure continuity of provision.

CABINET MEMBER:

Signed by Cabinet Member ……..

Date ……

MINUTES OF THE Cabinet Member Signing HELD ON Monday, 19th January, 2026, 13:30 – 13:45

PRESENT:

Cabinet Member: Councillor Sarah Williams

ALSO ATTENDING:

Chris Liasi – Principle Committee Coordinator

9. FILMING AT MEETINGS

The Cabinet Member referred to the filming at meetings notice and this information was noted.

10. APOLOGIES FOR ABSENCE

There were none.

11. DECLARATIONS OF INTEREST

There were none.

12. URGENT BUSINESS

There was none.

13. DEPUTATIONS / PETITIONS / QUESTIONS

There were none.

14. GARAGE ALLOCATIONS POLICY

The Assistant Director Repairs and Compliance introduced the report and outlined the rationale.

It was noted that the resolution should be amended to take effect from the conclusion of the call in period following agreement of the report.

RESOLVED:

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council:

2.1 Adopted the draft Garage Allocations Policy.

Reasons for decision

3.1 This newly drafted clear and accessible policy provided guidance (including enforcement) on how Haringey Council manages the common areas of its council housing

3.2 The new policy will help the Council meet the Social Housing Regulator's consumer standards, specifically the Tenancy Standard and the Transparency, Influence and Accountability Standard.

Alternative options considered

4.1 We could have continued with an out-of-date policy for the allocation of the Council's garages. This option was rejected because it would not meet the Council's needs to produce a clearer, more transparent policy or the needs of its tenants. Introducing this new policy will assist the Council to meet the Social Housing Regulator's safety and quality standard to take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas. This option would also not meet our commitment to introduce updated policies in the Housing Strategy 2024 – 2029 and the Housing Improvement Plan 2023

15. CLEAR COMMUNAL AREAS POLICY

The Assistant Director Repairs and Compliance introduced the report and outlined the rationale.

It was noted that the resolution should be amended to take effect from the conclusion of the call in period following agreement of the report.

RESOLVED:

The Cabinet Member for Housing and Planning, and Deputy Leader of the Council:

2.1 Adopted the draft Clear Communal Areas Policy.

Reasons for decision

3.1 This newly drafted clear and accessible policy provided guidance (including enforcement) on how Haringey Council manages the common areas of its council housing

3.2 The new policy will help the Council meet the Social Housing Regulator's consumer standards, specifically the Tenancy Standard and the Transparency, Influence and Accountability Standard.

Alternative options considered

4.1 We could have continued with an out-of-date policy for the Council's communal areas or not had a policy at all. These options were rejected because it would not meet the Council's needs or those of its tenants. Introducing this new policy will assist

the Council to meet the Social Housing Regulator's safety and quality standard to take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas. This option would also not meet our commitment to introduce updated policies in the Housing Strategy 2024 – 2029 and the Housing Improvement Plan 2023.

CABINET MEMBER:

Signed by Cabinet Member ……..

Date ……

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Delegated Decisions taken by Corporate Directors

For Reporting to Cabinet - January 2026

Corporate Director	Date	Title	Decision	Exempt?
Corporate Director of Adults, Housing and Health	06/01/2026	Request to Approve Expenditure for Fiscal Year 25/26 on Nightly Paid Accommodation purchased via ACCESS UK LTD T/A ADAM	1.1 The Council currently commissions nightly paid provision via ADAM Housing t/a Access (ADAM). The contract provides for the use of a technology platform that enables the Council to secure accommodation. In addition to the technology platform, ADAM also make payments to the landlords/accommodation providers on behalf of the Council and then submit a consolidated invoice for these 'pass through' costs. 1.2 The forecast for fiscal year 25/26 is (Appendix One - 25-26 Purchase Order Based Off P11 Forecast), £39,070,065 ex VAT.	No
Corporate Director of Finance and Resources	13/01/2026	Acquisition of EN3 using Right to Buy receipts	Purchase of the property known asEnfield EN3 for a sum of £280,000 for housing purposes as part of the Council's programme	Yes
Corporate Director of Finance and Resources	05/01/2026	Chap Q2 DAR: Re-allocation and adjustment of funding for six previously approved property acquisitions from Ministry of Housing, Communities and Local Government (MHCLG) Local Authority Housing Fund Round 3 (LAHF R3)	(i) That approval be granted to amend the funding source and associated funding amounts for six previously approved property acquisitions, from Ministry of Housing, Communities and Local Government (MHCLG) Local Authority Housing Fund Round 3 (LAHF R3) or Right to Buy (RTB) receipts to a combination of Council Housing Acquisition Programme (CHAP) grant and the Council's General Fund.	Yes
Corporate Director of Finance and Resources	15/01/2026	Solar PV Car Port Approval for Implementation of Standing Order CSO 2.05.1.n award of contract for the purchase and installation of solar PV Carport systems for Risley Avenue Primary School	Pursuant to Council Contract Standing order CSO 2.05.1.n that the Director of Capital Projects & Property approves the award of a solar PV procurement and installation contract to RenEnergy Ltd. The contract will be for a period of 3 months from 16 January 2025 to 31 March 2026, with a value of £111,935.08.	No

Corporate Director of Culture, Strategy and Communites	22/01/2026	Approval to waive the requirement to tender and award a contract to Alexandra Palace Trading Ltd under CSO 2.05	The cost of this contract award to Alexandra Palace Trading Ltd for the provision of venue hire, catering, security, and related costs for counting votes and preparing ballot boxes for the May 2026 local government elections will be funded from the local election budget.	

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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